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125 BRAIN-POWER BUSINESS MANUAL

By the Presidents,
Vice-Presidents, General Managers,
Sales Managers or Star Result-Getters of
One Hundred and Eight Leading American Concerns

Planned and Edited by
W. C. HOLMAN
Editor of SALESMANSHIP Magazine

Educational Division

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CHICAGO

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THE SELLING PROFESSION

THE MAN WHO SELLS THINGS

BY COL. GEO. A. POST

Pres. Standard Coupler Co.

These are prosperous days in business circles. Printeries and binderies are busy making order books wherein can be entered the tremendous demands for materials of all kinds flowing into the factories of our country.

What does this prosperity mean in the generic sense? What causes railroads to buy cars by the thousands and locomotives by the hundreds? It means that it is because there have been sales made of all kinds of material entering into the consumption of busy mankind in all quarters of the country.

Sales necessitate transportation, transportation calls for power and vehicles, and so the results of sales ramify into every nook and cranny of civilization.

Sales light the furnace fires, blacken the sky with smoke, set ponderous machinery in motion, quicken the demands for labor, and spread the smile of plenty over the land.

He who sells things is the apostle of happiness, the bulwark of prosperity.

Who fills the hotels, crowds the trains, and

loads the freight cars with tonnage? The man who sells things.

Of what commercial value is the most useful and wonderful device that was ever invented, unless it is exploited by the man who knows how to sell it?

O you who pride yourself upon the possession of inventive genius, cudgel your brains, burn the midnight oil, wallow in problems of skyhigh mathematics, produce, if you can, something for which you think a waiting world is languishing, and when it is done, unless you get next to a man who can make people believe they need it and sell it to them, your trousers will be frayed at the edges, and your stomach will know the pangs of hunger.

The best friend of everybody is the man who sells things.

He who would sell things must be patient, tactful, broad-gauged, generous, good-natured and tireless. For him no whistle blows to sound the end of his daily toil. For him there are but few peaceful evenings at his home fireside. For him it is hustle, hustle, hustle.

On his travels up and down the highways he seeks audience with and tells his tale to men of varying titles. In the railway trade he goes to presidents, general managers, superintendents of motive power, civil engineers, mechanical engineers, electrical engineers, sanitary engineers, engineers of tests, and in fact runs the gamut of

every conceivable degree of titled importance, and, besides, he is ever and always up against that most august personality, the office boy, and to all of these the man who sells things comes under the general characterization of "Drummer" or a "Supply Man," terms that are not intended to dignify and are more or less terms of opprobrium. Moreover, they are threadbare from long use and lack significance.

Now, I think that after a man has a record of service in selling things, has attended the severest of all schools, namely, contact with the world; after he has been chilled to the marrow by refrigerated receptions; after has been tried out in the crucible of competition; after he has overcome the mountains of obstacles that beset his path, and "made good," I think he should have a degree conferred upon him.

Our universities are turning loose doctors, masters, and bachelors of this and that and the other thing, and engineers of all kinds and descriptions, to gain which degrees the recipients have undergone not one tithe of the hard work and self-sacrifice of the man who sells things, and have not learned half as much in the same period of time.

Fit up the most luxurious offices, take a whole floor in the most conspicuous block in Pittsburg, go out and buy broad acres, and erect magnificent works, fit them up with all the most modern machinery, and you would never pay the laboring

man one cent, the landlord would evict you for the non-payment of the rent of your luxurious offices, if the fellow with the carpet-bag, away from home, plunging through midnight blackness, putting up with all sorts of discomforts, was not sending in his orders so that the wheels might go round.

Let's give the man who sells things, so that the other fellows with degrees may receive their salaries promptly—a degree.

What shall it be? I confess I am fond of the "Engineer" style. Now, if I remember the definition of an "Engineer" as recorded in the dictionary, it is not confined to those who have to do only with technical work, but it also calls it "engineering," where one carries through by skill and contrivance a business deal.

What's the matter with calling him a "Commercial Engineer?"

If there is anybody who knows more than the man who sells things about wheels within wheels, slipping a cog, eccentric joints, bulldozers, lost motion, making connections, laying pipe, pumping, plugging, and working under high pressure, just trot him out and we will give him a degree that will fit him.

All honor, I say, to the man who sells things. When he is not abroad in the land there is "nothing doing." So sure as the rising sun foretells the coming of day, so does the appearance of the man who sells things foretell commercial activ-

ity, and just in proportion as he succeeds the tide of prosperity ebbs or flows. The man who brusquely turns him down, or who affects to be bored by his presence, or who bars him from his office, does an injustice to the interests confided to his care, and also robs himself of a large amount of information that he needs in his business.

WHAT SALESMANSHIP IS

BY FIFTY-SEVEN PROMINENT BUSINESS MEN

Fifty-seven Prominent Business Men Tell What Constitutes the Art of Selling and Why Various Requisites Are Necessary.

Salesmanship is that quality in man, partly inherent, partly acquired, whereby he is able to successfully introduce to, interest in and sell to a prospective customer any article or commodity. (Geo. C. Hatt, Vancouver.)

The ability to sell goods or other property in a straightforward manner, with satisfaction to all concerned and with the least expenditure of time and money, but having always chiefly in view the benefit to be derived by the person for whom the property is sold. (George L. Beam, Denver.)

Salesmanship is the subtle art by which a man who sells property of any description induces his customers first to desire and then to purchase. (W. P. Perkins, Brooklyn.)

Salesmanship is that quality in a salesman which enables him within the shortest space of time to place in possession of his customer the

greatest amount of satisfactory merchandise, and in the coffers of his employers the greatest amount of profits; while at the same time preserving the lasting respect and good will of the customer. (D. M. Carter, Jackson, Mich.)

Ability to gain confidence. Judgment to comprehend a customer. Tact to win and hold progress, and wisdom to determine when a transaction is completed. (W. C. Peters, Chicago.)

Salesmanship is the science of putting into each day's work honesty in speech, loyalty to employer, the hustle of modern civilization of being on time, of watching your weak points, and strengthening them; of not only keeping your customers, but gaining new ones; of being at all times a gentleman. (H. D. Thurston, Colorado Springs.)

Salesmanship is best defined by two words, prudence, magnetism; the exercise of sagacity in securing business, knowledge of the most suitable means to secure new trade; the ability to retain patronage. (Christian Eckhard, St. Louis, Mo.)

To convince the merchant against his convictions that he needs the goods, by presenting your sample and calling his attention to the space it occupies in the circular press. Thus to enthuse him to the point of purchasing and pushing them, especially when the sale is introductory, is salesmanship. (Chas. A. Humphrey, Oklahoma City.)

That state of being wherein one personality so persuades another that sales are promoted to the profit of the party represented (who may be the producer), and at the same time pleasing to the purchaser. (Warren Randolph, Yeakel, Philadelphia, Pa.)

Salesmanship is the art of selling, combining, at its best, a high degree of tact and shrewdness, with a thorough knowledge of the thing sold. (Donald McDonald, Chicago.)

Salesmanship is the ability to make sales; its attributes are health, honesty, courtesy, tact, resource, reserve power, facility of expression, a firm and unshakable confidence in one's self, a thorough knowledge of and confidence in the goods one is selling. (Fred. J. Maher, New Haven, Conn.)

Salesmanship means the possession of the ability to present the thing offered in such a manner as to make it seem desirable, together with a thorough knowledge of the thing offered; the art of reading human nature; the power of mastering the situation and consummating a sale. (W. W. Cooper, Kenosha, Wis., General Manager, Chicago-Rockford Hosiery Co.)

Salesmanship is the ability to bring about an exchange between two parties to their mutual advantage; likewise to prevent an exchange when

such would tend to sever or affect injuriously further business relations. (Morton Hiscox, Westerly, R. I.)

Courtesy and tact in placing wares before the trade, with a view of effecting a sale, and in failing to do so, persistently and systematically keeping after a prospective customer, either by personal calls, or by a follow-up system of correspondence, until a sale has been made. (W. B. Bottolfson, Bay State Milling Co., Winona, Minn.)

Salesmanship is the ability to acquire and retain intelligent patronage. (Howard F. Marston, Boston, Mass.)

Salesmanship is the ability to sell the largest possible quantity of goods, to sell an increasing quantity of goods, to get the greatest possible results from the advertising done by his house, to make a regular customer of a new buyer, and to hold the friendship of a regular customer. (H. E. Bowman, Chattanooga, Tenn.)

Salesmanship is indicated by a character marked by integrity, congeniality, energy, perseverance and punctuality; tact to know whom to address, when, what and how to speak, and when to remain silent; and strenuously using these qualities in creating as well as supplying a demand for legitimate goods for value received. (Edward A. Spear, Skowhegan, Me.)

The art of thorough knowledge of his stock; of imparting to his customer such portion of this knowledge as pertains to goods desired; and, when satisfied that the customer thoroughly understands the quality of the different grades of the desired goods, of allowing him to make his selection without comment. (W. Werner, Chicago.)

"Selling the goods"—"getting there"—picking out the best accounts; establishing a sound union between "seller and buyer"; being in sympathy with the firm's (sellers) advertising, and thoroughly cognizant of the vital importance of impressing upon the buyer's mind the necessity of and the good which accrues from the same. (A. A. Whiting, Los Angeles, Cal.)

The art of compelling or inducing a buyer to realize the advantages over the disadvantages of a sale proposition, giving the buyer fair value at the price he pays while making a profit for the seller. (Jas. Heekin, Cincinnati, Ohio.)

Personal magnetism, with the gift of gab. (H. S. Downs, Chicago; The N. K. Fairbank Company.)

The art of creating demand and forcing sales often beyond apparent needs, without overloading customers to their detriment; of landing the line offered without misrepresenting; of leaving a good impression to the end that the salesman will

be welcome on his return or that customers will return to him. (D. B. Jones, New York Life Insurance Co., New York.)

Salesmanship is the possession of such characteristics as enable the possessor to win and hold the confidence of the prospective purchaser and create in him such an appreciation of the goods offered as leads the will to act promptly in accordance with the advice of the salesman. (L. H. Darling, Baltimore, Md.)

The faculty of creating among persons possessing the perquisite, a desire for and action toward that which one has for disposal. (W. Percy Crenshaw, Mutual Life Insurance Co., Chicago.)

The office of salesman—art of selling. Salesman's ability—meeting with equal cheerfulness and confidence, conditions arising during sale. Tact—falling into customers' ways and ideas, yet holding his own. Skill—presenting self-assertive arguments of complete adequacy that clinches a sale and makes a customer for the future. Wm. W. Atwill, Kansas City, Mo.; Emery, Bird, Thayer D. G. Co.)

The science of selling things corporeal, incorporeal, tangible or intangible. This science consists in seller's ability to sell things at highest price commensurate with merit in thing sold, without violating basic principle of this science, name-

ly: mutual confidence and reciprocal obligations necessary to exist between parties in continuing trade relations. (R. W. Saley, Columbus, Neb.)

Salesmanship is the art of finding a market for the goods of another. In it is embodied the qualities of tact, courtesy, reserve power, resource, facility of expression, honesty, a firm and unshakable confidence in one's self and the goods offered for sale, with the ability to close. (J. W. Lloyd, Toronto, Ont.)

The art of exercising that consummate tact and diplomacy which keeps a customer interested, conquers every obstacle and results in securing business, making new customers and extending the boundary lines of trade. (F. P. Hayden, Chicago, Ill.)

Ability to sell at a greater net profit, in larger quantities any articles or product possessing equal merit or value. (E. Tyner, Chicago; Ed. Price & Co., Tailors.)

Is the combination in one person of energy, adaptability, resourcefulness and the faculty of a quick perception of character. (T. J. Reynolds, Chicago; The N. K. Fairbanks Co.)

Salesmanship is that quality by which a man in any line of business can so understand the needs of the people that he will successfully make sales

to customers or find a market for the goods offered. Salesmanship comprises all the virtues that go to make a true man. (Miss Bella Millar, Alliston, Ont.)

Salesmanship is the psychological exploitation of the merits, either quality, utility or money-making properties of something to be transferred from one ownership to another. (Chas. E. Ruggles, Lynn, Mass.)

Ability to fathom the wants of a vacillating customer, sell him goods and impress his personality so that he is the one sought whenever the customer returns. (Ella Robinson, San Francisco, Cal.)

Salesmanship is impressing the worth of the article in question upon a possible customer. (Ralph B. Miller, Newark, O.; The Goodhair Remedy Co.)

Truth and tact, plus ground to stand on. (E. C. Thurnau, Chicago.)

Salesmanship is the ability to find, create, increase and supply the demand for property in a manner that benefits both buyer and seller. (E. S. Gile, Boston, Mass.)

Salesmanship is a quality of mind, comprehending an attractive personality, adaptability of temperament to men and conditions, patience, never-

failing courtesy, sequence of ideas and fluency of speech. Supplement the natural gifts with a comprehensive knowledge of the special field. (B. K. Adams, Cleveland, Ohio; Adams Snyder Purchasing Agency.)

Salesmanship is the ability to make sales:

(a) By convincing prospective purchasers as to what they should buy.

(b) By making partly formed demands definite and immediate and supplying them; and

(c) By seeing opportunities of creating demands where none previously existed, creating such demands, and following them up successfully. (E. F. Walker, Evanston, Ill.)

Salesmanship is the art of presenting a proposition so attractively as to induce the middleman to purchase merchandise which he needs and knows he needs, or making him think he needs what he almost knows he needs not. (G. H. E. Hawkins, Chicago; The N. K. Fairbanks Company.)

Salesmanship consists in convincing the buyer of all and singular the merits possessed by the article; a strenuous and energetic manner in showing that the article is of the very best material and will better serve the purpose for which it is intended than any or all others. (Corp. G. Wilson, Palestine, Texas.)

Salesmanship is instructing, interesting and pleasing to the buying public. Courtesy, tact, reserve power, honesty, confidence in one's self, a thorough knowledge of the goods one is selling, are needed qualities of good salesmanship. Firmly grasping the hand, meeting the eye steadily, offering introductory remarks briefly and showing positiveness, characterize salesmanship. (C. L. Pancoast, Cleveland, Ohio.)

Salesmanship; the inherent quality of selling ability existing in an individual, and expressed as the art, or skill in the art of making sales. (Harry C. Mosher, Dowagiac, Mich.; P. D. Beckwith, Stoves, etc.)

That quality or gift which inspires respect and confidence. Respect because of inherent traits which mark the true gentleman, and confidence because representing nothing which cannot be borne out by facts. Good salesmanship not only gets, but keeps trade. (Cora B. Adams, Jackson, Mich.)

Ability to adapt one's self to varying conditions and moods of others; to know the minds of and influence others to think they need, can use to advantage or should buy what salesman desires to sell. (A. L. Johns, Fort Wayne, Ind.)

Salesmanship is such application of a correct understanding of the real merits of the goods for

sale and an adequate knowledge of the real wants of a possible customer, that, as a result, the goods are sold with satisfaction both to the customer and the salesman. (F. W. Leavitt, Minneapolis, Minn.)

Salesmanship is the specific qualifications of the salesman, and not simply the employment of such an agent, but the specific qualifications that bring success invariably to a salesman and the employer. (R. S. Walker, Chattanooga, Tenn.; Business Manager Southern Fruit Grower.)

Salesmanship is the art of selling that which is hard to sell. (G. H. E. Hawkins, Chicago; Advertising Manager N. K. Fairbanks Company.)

To be able to focus attention, to know when to quit talking, to have keen judgment as regards credits, to assist his buyers in moving goods when the sale is made, ability to hold customers year after year; first and finally, to sell goods honestly. These constitute salesmanship. (H. A. Johnson, Chicago; Henry Bright.)

Salesmanship consists in having a thorough knowledge of the goods to be handled and an interest in the handling; a desire to dispose of goods in such a way as to be satisfactory to both customer and employer, so that one who buys will return to buy again. (Jennie Bixby, Beaumont, Texas.)

Is the ability to so interest another in a business proposition that he will lose his indifference or opposition; feel it essential to his own interests to comply; and prefer to deal with no other in future. (Wm. H. Young, Athens, Ga.)

Salesmanship is the art of inducing persons by argument (written, printed or personal), to avail themselves of certain things by purchase or exchange. It consists in employing methods to educate individuals into investing by bringing before them such forceful and honest argumentation that to resist would be a moral impossibility. (Charles M. Beer, Ashland, Ohio.)

Salesmanship consists in possessing and exercising such power over a prospective buyer as to make him think, feel and see things in the same light as you do, provided you are sincere; otherwise it is "gold-bricking." (Allan Diemer, Cleveland, Ohio; Manager Co-Operative and Distributing Company.)

The quality that increases or creates a want and supplies the demand for any commodity; with a minimum of friction and maximum of satisfaction, to both buyer and seller; creating through every transaction a reciprocal desire for future dealings. (James F. Waters, Charlestown, Mass.)

Salesmanship is the science of convincing people by speech or advertising, why it is to their ad-

vantage to buy certain goods. Through human or verbal salesmanship, but one person is influenced at a time. Through silent salesmanship or advertising, thousands of persons are influenced at one time. (Maxwell Eddy, Chicago.)

Salesmanship is that faculty possessed by one which enables him to dispose of any commodity with profit to the seller and to the satisfaction of the buyer; which makes of every customer a friend and in turn leads to a remunerative trade from a pleased public. (James M. Irvine, St. Joseph, Mo.)

The power to convince others of the value of the commodity, article or services which you have to sell and to so impress them by personality, reason and argument as to persuade them to buy at a price allowing a fair profit. (J. F. McLaren; The International Audit Co., Chicago.)

Style, art, method or skill of salesmen. Results produced by efforts made and by skill of salesman. Quality of sales made as compared with conditions. The performance producing sales. (Annie C. Wierson, Chicago.)

TRAITS OF GOOD SALESMEN

BY THE ACORN BRASS CO.

Salesmanship is now recognized as an art. It is an art, however, that can be readily acquired by any one ambitious enough to give the matter thought and study; not that it takes an extended course, but that the suggestions made are assimilated and acted upon.

The requisites necessary are few, but imperative, and consist of the following: Consideration, discernment, judgment, decision, persistence, and, most important of all, confidence in yourself and the article you are selling.

Consideration beforehand to outline the policy to be pursued to land the order. Discernment, how and when to talk or stop talking, or, in other words, to know just when you have said enough, and as to whether or not you have the customer's attention. Judgment is required as to when is the proper time to press the matter or whether the best policy would be to take it easy with the particular customer you are working upon, and as to the proper time to tell a story or otherwise rest the customer and incidentally yourself. Coolness is required, particularly when dealing with an excitable customer to keep your own tem-

Educational Division

per and calm the customer by an expression of geniality and good fellowship. By all means avoid noisy arguments. Always be ready to decide a question at once, whether it be a question of price or anything else pertaining to the article you are selling.

Confidence in the article you are selling is half the battle. Without confidence your argument is generally halty and defective, and if your heart is not in the work, you certainly cannot expect to make sales. Persistence is the most important requisite, and it should be your aim to be so persistent that you get every prospective order. The degree of persistence exhibited by you is what affects the customer, and nine times out of ten lands the order. Never accept "No" for an answer, as that is the invariable answer you will receive at first. Keep after him and you are bound to land him. One or two desultory guns never destroyed a fort. It generally requires a number of fusilades. One or two calls seldom succeed in getting an order. Keep it up. Don't show that you are discouraged. Let the confidence in the line you are representing be unlimited and it will soon result in getting the confidence of the prospective customer.

SALESMEN PROFESSIONAL MEN

BY S. A. TOLMAN

Vice Pres. The John A. Tolman Co.

Salesmanship in these days is to be looked upon as absolutely as much a profession as medicine or law. It takes as thorough a discipline and preparation to succeed as a salesman, as to succeed as a lawyer or physician.

If the salesman will realize that he is virtually a professional man, with the dignity of a profession to uphold—that there is a scientific way of approaching a prospect, interesting and convincing him, and *closing a sale,* just as there is a scientific way in which a physician cauterizes a wound or straightens a crooked spine—this realization will prove the highest incentive to good work.

The "giving up habit" is the worst possible one for a salesman. It drives many men from the profession, when if they had the courage to hang on a little longer and try a little harder they would soon see all manner of successes opening before them. And the "giving up habit" is what causes many salesmen to lose individual sales. The man who "gives up" takes the objection of his prospect as final; if he tries three times to ob-

tain an interview, he gives it up as hopeless before trying the fourth time. This sort of disposition is not what successful salesmen are made of. It takes persistent determination, sound self-confidence, to make the sort of salesman who is worth money to his firm.

The raw beginner in salesmanship is apt to err in one or two ways when he meets a rebuff from a prospect. Either he will retire with a chastened air, unable to think of anything more to say, or else, putting into blundering practice the advice he has heard about the use of persistence in such cases, he will keep on talking wildly and to no purpose, staying by his prospect merely for the sake of staying, and thereby boring his man unspeakably and endangering his own case.

Either of these types of salesmen is pitiable. The first, he who gives up, is despised by the prospect as a weak sort of fellow whose proposition, it is taken for granted, is as weak as his manner of presenting it. The second is disliked as a nuisance who doesn't know when he is out of place. But of the two, the latter evidences the best material for the making of a salesman. He has grit for a foundation on which to build tactful method, anyway.

NECESSARY TRAITS OF SALESMEN

BY ALBERT PICK

Pres. Albert Pick & Co.

In these days of keen competition selling merchandise is considered an art of the most technical character. No longer is the commercial traveler a "drummer." He is a "professional salesman," and entitled to the same courtesies and respect due other professional men. He must be aggressive, have a wide knowledge of human nature, a clear insight into the general trend of business affairs, and, above all, know his own business thoroughly. He must bear himself with dignity and be morally clean and irreproachable.

Time was when the "drummer" who could hang on the longest got the order. Not so today. The salesman must know when to quit, and the one who knows that best is the one who brings in the most orders to his house. He should be persistent, but not impertinent. He should talk value and price to a certain point, then quit. If he be given a small trial order he should show a proper appreciation of the favor. Most things have a small beginning, and if the house is all he

represents it to be the trial order will be the means of bringing many more.

It is, of course, desirable to get as large an order from a dealer as the latter's capacity will warrant, and the salesman should try for big gross results as well as for big net results. He should aim for as large orders as may be practicable. But when he finds that the trial order is the best that he can get he should accept it gracefully, concealing any feeling of disappointment from the customer, and endeavor to leave two vivid impressions upon the latter's mind: first, that the trial order will be as carefully and expeditiously handled as the largest and most important order from a permanent customer of the house would be; second, that the salesman himself is convinced that a new account, thus tentatively opened, will grow apace.

In the final analysis the salesman is measured by the results he attains. That is, by the amount of business he brings his house and the reputation he gives it. Honest, intelligent and unceasing effort, coupled with loyalty to his firm and confidence in his goods, is almost certain to bring success to the average salesman.

A. B. DICK COMPANY POINTERS ON NECESSARY TRAITS

BY U. G. CASE

Manager Lend-a-Hand Dept., A. B. Dick Co.

Salesmanship is called the fourth profession. Its standard as an honorable avocation increases with years. The level it once occupied is being raised continuously. This is being accomplished by the absolute necessity for salesmen, by greatly increased and sharper competition, by general industrial conditions.

Better men of better attainments and better moral standing are sought. Better men seek that so raises the standard of salesmanship; is salesmanship positions. It is this combination making it so desirable a means for a livelihood. This has raised the standard of income. The remuneration, generally speaking, is above that of the ordinary waiks of life. It, therefore, makes it a profession worthy of a high ambition.

The successful salesman in these days of strenuousness must possess attainments of no small caliber. The wheels of commerce are constantly on the grind. The salesman's first duty is the securing of additional business from old customers and to create new business through new

customers. Hence, he is one of the chief powers behind the mill that makes the wheels go. He is frequently the hub that holds together the wheel as a whole—the mainstay of that business existence in whose interest he labors.

The salesman can not be too well treated by his house—if he has created confidence in and for it, works faithfully, hard and conscientiously—if he secures good and honorable paying results. To accomplish results measured in dollars and cents, he must possess certain personal attributes, and amongst them is patience of a high order. As Shakespeare said, "I must have patience to endure the load." This load is represented by many things and in different ways, and is not always easy to endure.

If he does not possess patience, is not of a patient disposition, if he can not cultivate it, he can not succeed measurably as a salesman. Success, the result of labor, rarely comes a-cantering. It may come spasmodically, but that is not true success. Only the constantly increasing—even though slow—has its genuine and lasting emoluments, the kind we like to strive for and enjoy. One meets meanwhile with discouragements, set-backs, failures—all loads to carry that require faith and patience to endure, in this profession as in all others.

Salesmen frequently lack many essentials to successful specialty men. There is a great difference between being able to make a living through

selling hundreds of various articles and selling but one high grade specialty. This tests the salesman's ability in general, his tact, his resourcefulness and general salesmanship.

A salesman is successful only when he understands thoroughly, in every detail—knows every "cause and effect" of his goods; has *confidence* in himself, and can then impart "the cause and effect" of his goods to others. You have then individualized yourself. The customer believes in you. It is then easy for him to believe in the goods you have to sell. But, of course, the goods must have merit. We assume you will not sell anything that does not have merit. It is this merit that creates first the necessary "confidence" in the salesman. Train yourself to have confidence in your goods—in yourself.

Have that "frankness" in your general appearance, your manners, your speech, that begets "confidence." A busy business man does not care about generalities; his time is precious, worth golden dollars.

SALESMEN'S QUALIFICATIONS

BY EVAN A. EVANS

Pres. Chicago Portrait Co.

Field work as practiced by a salesman or canvasser offers many advantages over a sedentary occupation, viz.: The practical education, an opportunity to travel, the making of money from the day one starts, later utilizing his salesmanship experience and ability when he becomes a teacher and manager of salesmen.

The requirements of general salesmanship are natural ability, plenty of brains, judgment of human nature, reasonable command of language, fair personal appearance, confidence in one's self and in what one is selling, a thorough knowledge of what is to be sold, a manner of speech and action which will command the respect and confidence of the buyer, and a firm determination to succeed, backed by plenty of enthusiasm and hard work.

In the consideration and preparation for services as a salesman the first step is a fixed standard of work. A thorough study of suggestions for working plans will start the beginner's mind in the right direction, but he can only learn to apply them successfully by actual practice. A

salesman is dealing in ideas; the material with which he works is human nature. Intelligent effort determines his success; therefore, much thought and study must be given to his work and all other interests banished from his mind.

THE MODERN SALESMAN

BY R. B. WRIGLEY

Advertising Manager Excelsior Supply Co.

Salesmen, as a class, do not fully appreciate the dignity of their position in commercial life, and as a consequence weaken their effectiveness. The man who believes in his work, who believes in its usefulness, who is energetic and enthusiastic, is the man who is successful. Faint-heartedness never won the fickle lady of success.

It should be a matter of pride that of all the trades and professions created by the peculiar conditions of our national life, none is more distinctly American than the salesman's profession. It is the product of the nation's energy and enthusiasm—the energy and enthusiasm which cannot idly wait for business to develop, but must make business. The hustling Yankee planned his factory, and by the time it was ready to run he had collected from the highways and byways the orders to keep it going to the full limit. This is the keynote of American commerce. We make machines, we make textiles, we make products of all sorts; but, above all, we make markets for our products.

Because of this, the importance of the sales-

man cannot be overstated. He is the motive power of commerce. The merchandise of field and factory—the originators of all products—must find a market. Widening the market increases quantity of products, develops the country and creates wealth. Upon the salesman rests this responsibility. From him the merchant and manufacturer expect ability, energy, orginality and enthusiasm. The man who meets this expectation and by his salesmanship increases business, is the man who has a clear track on the road to influence, power and wealth.

With the growth of commerce and the widening of the salesman's sphere, there has come a corresponding development in the type of successful salesman. The modern salesman bears no resemblance to the primitive type. He is polished, intelligent, energetic; a man of affairs; a student of human nature; an observer of conditions; alert, affable, dignified, enthusiastic. He is trained for his work. He realizes the responsibility on his shoulders and appreciates the opportunities making for success which are his.

Such a man never stagnates. Each day adds to his ability and power. Contact with people of all sorts and conditions places in his grasp the knowledge for which all other knowledge is only explanatory—the knowledge of human nature. The mental duels his work calls forth make him keen and alert. No two individuals are alike, so each duel presents a new problem and fresh in-

terest as he studies the personality with which he deals.

Earnestness is a marked characteristic. He believes in himself. He believes in his work. The result is a personal dignity and pride. Not the false dignity of conceit, nor the sham pride of the incompetent; but the dignity and pride which unconsciously come from a sense of certainty that one's work is done well, and that it is a work worth doing.

For this sort of salesman America has nothing which is too good. Merchants and manufacturers are eager to do him honor by increasing his reward. His success has no limit except his own ambition. Power and wealth are in his grasp.

You may say that I have painted an alluring picture and you may ask why there are not more men securing the high rewards. I admit the pleasantness of the portrait, but that every line is true is proved by innumerable instances throughout the country, and furthermore, by the eagerness with which employers are searching for salesmen.

The reason why more men are not securing the rewards I can give very shortly: Few salesmen work to the full limit of their powers; they lack in enthusiasm.

Lack of ability is the least frequent cause of failure. There are men in the field to-day who have uncommon ability, yet are left behind by

others whose strong point is their energy and enthusiasm. Patient, honest effort unceasingly directed is of more avail than spasmodic brilliancy. When energy and brilliancy are combined we have genius. But few men are geniuses, while we can all work hard.

There is no place in life for the man who is not a hard worker. Still less is he wanted in commercial affairs. The strenuousness of American life is more than a well turned phrase. It has reality and personal meaning for every man of the nation, and the salesman who would not be thrown aside in the race of progress must make himself a part of the nation's energy.

REWARDS OF SALESMANSHIP

BY F. K. PENNINGTON

Chicago Manager Oliver Typewriter Co.

The success of many a business rests absolutely in the hands of the men who by personal effort must move the goods out through the channels of trade.

A salesman lacking in proper training as to the fundamental principles of salesmanship is simply a bill of expense to his employer, or, at best, an unproductive investment.

But the trained salesman, who has mastered the secret of convincing men, and is able to develop the sales possibilities of his territory, is a source of great profit to his house.

There are certain natural qualifications highly desirable if a man would develop himself into a successful salesman—strength of character, pleasing personality and ambition to succeed. The possessor of these qualifications who enters upon a course of practical salesmanship with the determination to apply the knowledge gained, can increase his powers wonderfully and rapidly forge ahead of the men who possess only a halfway knowledge of selling methods.

The ease with which objections are overcome,

prejudices conquered, and actual sales consummated, affords a powerful stimulus to ambition.

It is the most fascinating vocation in the world—this matching of wits with bright business men.

Every sale effected places new weapons in your hands—arms you anew for fresh conflicts and greater victories.

The study of men, to which the successful salesman must apply himself, is not only immensely interesting, but intensely practical. You gain a knowledge of human nature at first hand, and it's knowledge that pays big dividends in actual cash.

As you grow in knowledge of men and methods, acquire confidence and increase your sales, the value of your services mounts upward by leaps and bounds.

Salesmanship is work—not play. But it is the best paid work in which you can engage. And its rewards are not alone in financial gain, but in the consciousness of continued growth in self-reliance, self-knowledge, resourcefulness and power.

SPECIALTY *vs.* GENERAL SELLING

BY F. H. HAMILTON

When a salesman has two opportunities opened to him—one to sell a popular specialty to a successful class of customers, and the other to handle an old-established and easy-selling "general" line—he is often in a quandary as to which will pay him best.

At such a crisis a man's plans must be influenced largely by his previous experience and by his individual tastes.

So far as the relative advantages of the two opportunities offered are concerned—irrespective of the salesman's predilection for one or the other—I would say that about as much can be said on one side as on the other. A specialty which has been well introduced and for which there is a demand will often net a salesman a very large commission. Usually the article he is selling brings in a large profit to his house, which can therefore afford to pay him liberally.

On the other hand, the specialty salesman is not always sure of so permanent and steady a trade as the general salesman. This is particularly true when the specialty is something which can only be sold in one season of the year. The

man who handles a general line always has something seasonable with which to approach the trade.

Either of the opportunities has its peculiar advantages. In making a choice in such a case it would be wise to be governed to some extent by your previous experience as a salesman. The goods with which you are most thoroughly acquainted will probably make more money for you than goods with which you are entirely unfamiliar.

SELLING A GENERAL LINE

BY S. A. TOLMAN

Vice Pres. The John A. Tolman Co.

I believe that a salesman makes more money in traveling for a house in a general line of business, than in traveling for a specialty house. It may take him longer to build up a trade, but when he has built it up, it is prolific of good business, can be more depended upon for a steady income, and in the end, the salesman has a capital in the business—that is, he has his trade, his own customers, and this is equivalent to so much capital. In case his house goes out of business he has only to get connected with another house in the same line, and his established trade follows him usually as a matter of course. It is the same with him as with the doctor in any community, one who has an established clientele. The good will of his patients is his capital, and the good will of a salesman's customers is as valuable to him as so many shares of stock.

But the salesman selling a specialty has lost his capital if the company he represents goes out of business, or if he loses his place. He must work in a new territory, or with an unfamiliar class of goods, and his custom has to be built up again. For this same reason, a salesman is unwise in frequently changing territory.

PREPARATION, TRAINING

QUALIFYING FOR SELLING

BY O. T. OWEN

Sales Mgr. Blickensderfer Mfg. Co.

I would summarize the qualifications of a beginner, as being a fair education for a working basis; a cultivated personality; business sense to know a deal when he sees it, and judgment, when he does see it, in handling the deal to advantage.

The young man who aims to become a salesman should cultivate a liking for that work and be willing to spend a few years early in life skirmishing on slight compensation in order thoroughly to equip himself for battle. This is not unreasonable, when you consider the time and expense involved in preparing for the professions of law and medicine, neither of which offers ampler remuneration than that of salesmanship.

Now I arrive at a point where many men will take exception with me, perhaps. But I would advise the beginner to get as diversified an experience as he can in his training days. Some people believe that a man is better qualified to sell typewriters if he has never sold anything else, and that if he starts in selling soap in the first place it is misfortune or a discredit to him if he jumps to selling pianos or umbrellas, etc.

But allow me to differ. If he has a greater variety of experience in selling different kinds of goods, he is likely to have a greater knowledge of men and the ways to approach them, and his talents are more generally adaptable, all other conditions being equal. The solicitor whose experience in approaching the trade with divers lines has been a successful one, will usually succeed in selling typewriters, once he has acquired a knowledge of the details of the business. The passing of the "one-ideaed" man from all professions and business is just about due.

Salesmen who can handle city trade and country trade with equal facility are rare. Those who have the necessary combination of talents to do this have had invariably a wide collateral experience, and they can command in almost every instance their own salary.

Every line offers opportunity for study; the men with whom a salesman comes in contact can each give him some hint or fact or theory that he may find useful later.

Self-questioning in business is educational. There are five questions that every salesman should ask himself each day:

1. Have I really mastered the art of explaining our product?

2. Do I know how to get my prospect's attention?

3. Can I turn my opportunities to good account?

4. Do I know how to make my users satisfied?
5. Am I using all possible means to make my territory productive?

If you are not absolutely positive that you can answer each question properly, you are deficient in some respect. You must specialize along the line of your deficiency.

When you are satisfied that your particular failing is conquered, don't imagine that your education in salesmanship is finished. While there's life there's more to learn. Study other men—probe the causes of improving trade conditions and apply what you learn in your own field.

NECESSARY SALESMEN'S QUALITIES

BY G. J. FLEINER
Manager Fox River Butter Co.

The basis of a salesman's work is entire, absolute honesty—honesty in the highest sense, which means fair dealing and truthful representation of the goods he sells.

There are some men who would not steal money and are therefore convinced of their own honesty. They overlook the fact that a false statement about their goods, or an underhanded trick in securing an order, or an evasive report to their manager is essentially as dishonest as theft. Nothing strengthens a salesman's position with his firm so much as absolute, unquestionable reliability; and nothing extends a firm's prestige so much as the winning and holding the unshakable confidence of its patrons by the truthfulness of its representations.

Our principal requirement in a salesman, therefore, is that he shall be honest in all things.

One of our first commandments to our selling force is to look out for the matter of keeping in health. The man who while working to the utmost of his capacity can avoid the friction that

causes fatigue and leads to nervous break down; who has sense enough to keep body and mind in good working order, may be expected to meet any demands upon him with a high degree of capability. If a man wastes his health and strength, the chances are that he will be equally prodigal with money and equally careless in regard to the opportunities for good business that are open to him.

Confidence in his firm, in his goods, and in himself are the third requisite of the salesman. How can a man put his heart into working for a firm if he doesn't believe in its integrity? How can he convince other men of the merits of a line, if he is not convinced of those merits himself? And how can he expect to do anything, if he haven't faith in his ability to do it?

All men should be ambitious, whether they are salesmen or engaged in other pursuits. Without ambition, a man is like a watch without a mainspring. His work will lack vitality—there will be no incentive for making to-morrow's work better than to-day's, next month's better than this month's, and nothing to develop the salesman's resourcefulness.

Only gentlemen can represent us as salesmen—a man of good presence, agreeable manners, and ability to make a favorable impression on the fastidious people he approaches. It doesn't make any difference what line a man represents, this matter of deportment is extremely important.

The man who sells a prosaic, commonplace line, needs, as much as he who seeks to interest customers with luxuries, to be able to inspire that degree of confidence which only a gentleman can.

A salesman should love work for work's sake. He should have so keen an interest in his line, and in his customers that the element of drudgery shall be entirely removed from his occupation. There are men so constituted that they really enjoy any work which engages their best efforts, whether or not they are getting so much money out of it as they hoped to do. We prefer to recruit our salesmen from the class that likes work— not only with a view to the advantage this is to the firm, but in consideration of the health and well being of the salesman as well.

COLLEGE TRAINED SALESMEN

BY RICORD GRADWELL

Gen. Manager Oliver Typewriter Co.

I believe that the more thoroughly educated a salesman is, the more competent he is apt to be. It is a mistake in my estimation that education makes snobs of people or unfits them for the practical duties of life. College education is an important thing, and we should be glad to recruit our entire force from the ranks of college graduates if this were possible. This is not saying that there are not a great many brilliant and successful salesmen who have had little or no education at all. They are exceptions to the rule that education is important in salesmanship, instead of being, as there seems to be an inclination to suppose them, proof that the salesman is better off without having any "frills of learning." The chief value which I place upon this matter of education is not so much the versatility it gives a man as the moral effect which it has in developing him. The man who has a thorough college or even high school education has learned to know other people at their best, and must have assimilated a good deal of his instructors' respect for accuracy. He has learned the knack of classify-

ing information of all kinds and of expressing himeslf readily. He is, therefore, prepared, when he goes out in the business world, to meet all men on a common level. He is at home in the office of the greatest magnate, and has none of the awkwardness that is so common under such circumstances to the man who is weighted down by a consciousness of his own inferior attainments.

SHERWIN-WILLIAMS PAINT COMPANY POINTERS

BY A. E. SCHAFER

Manager Sales Dept. Sherwin Williams Paint Co.

In most cases the customer's first impression of any new proposition is one of indifference if not opposition, and it becomes from the start a battle of wills. If the will power of the salesman is indifferent or weak or vacillating the cause is lost at the outset.

Next to this resolve every true salesman must have knowledge.

1. Of himself.
2. Of men.
3. Of his own lines.
4. Of competing lines.

He must know himself first of all, because a man can never influence others successfully until he appreciates his own abilities and limitations—knows what are his resources, how great his power to convince others and how thoroughly he is master of himself at all times. He must also know his own weaknesses and how to guard against them.

He must know how to take the fullest advantage of the whims and fancies of other men so as to present his goods truthfully along the lines of least resistance. If he cannot buck the center he

must be prepared to run the end and if chance does not come his way he must go around and head it off while it is heading some other way.

He must know his own goods and the goods of competitors, not to abuse or decry them, but to appreciate and parry their strong points, take advantage of their weak ones, and bring out in a clean way the excellent qualities of his own product.

He must try not to *meet* competition, but to *beat* it—and look upon it not as a difficulty or a bugbear, but a healthful stimulant for large trade. The beating of competition does not necessarily mean making a better price, for the low priced well is often a hole without a bottom. The salesman must demonstrate that his goods are worth a better price. He must show his customer how to do more business not only in the line he offers but in his general business as well.

He must give his surplus thought and energy to his customer's needs and make the customer feel that the taking of an order is not the end, but the beginning of the helps he has to offer.

It pays to take a special interest in the small details of the customer's business, and help him along the line of suggestions which he appears to need the most, and it will be noticed that a decline in sales is almost sure to begin when the salesman ceases to urge his customer to a thoughtful, intelligent activity in general lines as well as his own.

WHAT KNOWLEDGE OF THE BUSINESS IS

BY H. J. WATERS

What are the component parts of this knowledge of the business so essential to a salesman? What things does a salesman need to know and how can be best acquire that information? Is there any way better than another? Must a salesman merely roll around in the business as a stone rolls down a hillside, acquiring whatever information happens to stick to him, or is there a definite specific plan that he can adopt which will equip him with the desired information in a shorter space of time?

What is "knowledge of the business," anyway? In what does it consist?

This knowledge may be classified under a number of heads. It conists of:

1. Knowledge of the thing you are selling. In life insurance this means a thorough knowledge of the company's policies. In selling merchandise it means a thorough knowledge of the manufacturer's product, its material, method of manufacture, uses, adaptability, etc.

2. Knowledge of the general conditions and needs in the field of sale open to the goods you are selling.

3. Knowledge of goods in competition with yours. This knowledge is necessary, not that you may knock your competitors, but that you may impress the merit of your own product. An honest comparison is perfectly fair and legitimate.

4. Knowledge of the objections you will meet, of specific difficulties you will have to get over. Forewarned is forearmed.

5. A salesman should have a clear knowledge of all the objections that may be in the mind of a possible customer and should know the answer to each objection.

6. Knowledge of the most effective order and method of presenting the facts you have at your command.

Study the process of selling your goods one step at a time. Concentrate your mind on that step. Don't worry about the others. Get that one step learned first—then go on. Don't think that because it's a long climb you must scramble up in a hurry. If you do you'll slip and slide down again. Make your footing sure on *each round* of the ladder—that's the surest way to reach the top.

VALUE OF TECHNICAL TRAINING

BY F. R. DOUGALL

Sales Mgr. Acme White Lead Works

While it is true that success depends largely on the salesman himself, it is equally true that, take two men otherwise on a par as salesmen, the one who understands the technicalities of his business will have by far the largest measure of success. It is thus seen that technical knowledge is of the greatest importance, and where possible it should be painstakingly acquired. A mere skimming of the surface, or a superficial knowledge, is worse than useless; in fact, it is very often positively harmful, and it is better for a man to let this feature severely alone, than to fail to master it thoroughly.

In selling varnish, for instance, it must certainly facilitate a man's work and increase his usefulness if he knows the nature of the goods he is handling. He should know that a varnish is made up of gums, dryers, oils, turps, etc.; he should be familiar with the different gums, both hard and soft, and he should know what class of varnish is suitable for inside or outside work, and what the essential difference is. He should also be familiar with their working qualities; how

freely they flow; if they will stand rubbing and polishing; how they dry; how long they should be given before sanding, and he should grasp the distinction between liquid dryers, japans and such like, for house paints, enamels, varnish stains, carriage paints and kindred goods known to the trade as paint specialties. He would be the better knowing the various pigments contained in his goods; how and where they are produced; what their characteristics are; why some are non-dryers and vice versa; what their requirements are in the way of vehicles and thinners, and whether fast to light or not; why certain combinations are admissible or advisable and others dangerous or detrimental.

Technical education will tell him why a paint or enamel peels, cracks, chalks, fades or blisters; why it livers or thickens in a container; why pigments precipitate or harden, and, if fully informed as to conditions, he can unerringly say why there is failure in getting certain results in any instances brought to his notice.

Technical knowledge on the part of salesmen is not hard to attain if there is the will, and no one can doubt its desirability, or value; consequently, every salesman who intends to take up the paint and varnish line for his life's work, should make it a point to make a careful study of his business, and to acquire all the technical knowledge he can possibly absorb.

GROW WITH YOUR LINE

BY J. CARSTAIRS

Sales Mgr. Kelly, Maus & Co.

If a man wants to make a permanent success he has got to grow up with his line. There are a few brilliant salesmen who have succeeded at different times with groceries, clothing and hardware, and who boast that there is "nothing in the world which they could not sell if they were thrown out in the territory and given a chance."

However successful such a man may be it is a certain conclusion that he would have been far more successful if he had stuck to any one of the different positions which he has filled and thus added to his special efficiency as a salesman a more thorough knowledge of his line and his trade.

I would rather have a man in my sales force who was a poor salesman and a good hardware man, than the most gifted salesman who had no knowledge, or only a superficial knowledge, of the hardware business.

Perhaps the poor salesman would hardly more than pay his expenses at the start, but he would at least avoid making costly mistakes. The gifted salesman, on the other hand, without a knowledge

of the hardware business might send in a tremendous quantity of orders—but the profits would probably be all eaten up when his blunders had been rectified and his disgruntled customers appeased.

For this reason we do not receive salesmen from other lines, no matter what a capital showing they have made. Our men have all grown up in the house or in houses handling the same lines, and are thoroughly conversant with every item, except in one respect, and that is its cost price. We have found it inadvisable to inform salesmen as to the cost price of a product. Suppose some article brings a larger profit to the firm than another, and that a customer demands a low rate on that particular item. If a salesman is aware of the cost price he will be tempted under such circumstances to make a cut. If he does not know it he dare not cut for fear that it should be the particular article on which there is the least per cent of profit to the house.

In the hardware business, more than in many other lines, the salesman will come in close contact with various types of customers. They range from a millionaire president of a great corporation to the red-shirted, bare-armed blacksmith in some roadside shop. It is necessary to meet the prospect always on a footing of equality. It is in respect to this that a great many salesmen fail. Some of them confuse courtesy with abject deference in dealing with a man whose name is a power

in the commercial world. On the other hand, when they meet the humbler customer, the man of limited experience and restricted ideas, their efforts to be friendly are likely to strike the sensitive listener as being patronizingly familiar.

Again, it is a mistake to suppose that all the liberal minded, thoroughly experienced and enterprising men are to be found in palatial offices, and that all the narrow-gauged minds are quartered in unpretentious shops. Adaptability is the secret of successful salesmanship. In order properly to adapt himself to the personality of each customer the salesman has to seek some more reliable evidence from which to size up a man than that afforded by his surroundings. A mahogany desk, an army of employes and a general atmosphere of prosperous leadership do not always indicate the man' mental caliber consistently.

QUALIFICATIONS FOR AUTOMOBILE SELLING

BY F. L. FAUROTI
Advg. Mgr. Olds Motor Co.

Some men have succeeded as automobile salesmen without a thorough mechanical knowledge of the machine, but these are rare. One or two geniuses whom I might cite did not even know the radiator from the high speed clutch when they joined the sales force. But generally speaking, a knowledge of the machine is indispensable before a man can even undertake to sell it—the more thoroughly familiar he is with it from a technical standpoint, the greater advantage he has.

It is important that the automobile salesman be a man of good address, because the majority of the people with whom he comes in contact are people of wealth and refinement, and he must approach them on terms of equality.

If the salesman is displeasing to his prospect it is oftentimes as fatal to his sale as if a serious fault were discovered in the machine which he is trying to sell.

In addition to being agreeably mannered, the salesman must be familiar with his automobile

as to its points of difference from other makes. He must be thoroughly familiar with the automobile equipment trade. Besides having all the characteristics of any good commercial salesman, he must have a love of motoring and an infectious enthusiasm for the sport. These he will acquire after spending a few days at the factory during its busy season.

MECHANICAL KNOWLEDGE IN SELLING

BY C. E. DENZER
Assistant Mgr. Chicago Branch White Steam Cars.

In order to sell automobiles successfully a man must have a fairly thorough experience in mechanical lines.

He can never convince a customer by superficial talk about the complex parts of the machine—he must be able to give a practical demonstration of them, and more than that he must have a love of such details, an understanding of them, that only a mechanical training can give him.

There is a premium upon the services of competent salesmen in our line, because men who combine good selling qualities with mechanical expertness are rare. Perhaps one man out of thirty who enters this field of salesmanship succeeds in it. Others who make the attempt fall back after disheartening experiences in the ranks of drivers, mechanics and other functionaries around garages.

But the one who develops a happy combination of commercial talent with mechanical genius is abundantly rewarded and is everywhere in demand. His commissions are ample. All the largest prizes in the selling field are open to him if he is a hustler.

SALESMAN'S EDUCATION

BY W. F. HYPES

Sales Mgr. Marshall Field & Co. Wholesale

A sound remark of the late Marshall Field which I quote for the benefit of every salesman is this: "Every person has two educations—the one he receives from others, and one, more important, that he gives himself." This idea of not depending entirely upon others for information, but of developing resourcefulness and thinking out ways and means for oneself, is the keynote of Mr. Field's great advancement in the commercial world. In my experience with salesmen I have known a great many who diligently accumlated facts and figures about the line they handled, and about competitors' lines; facts concerning territory, substantial methods, markets, changing prices, etc., but they gave little thought or time to that other education which is a matter of developing one's ingenuity and the power to think for himself.

Not only in salesmanship but in a great many other lines men make the mistake of supposing that education consists solely in accumulating a stock of facts and observations, failing to realize that the extent of such an accumulation is not

what makes it serviceable. Mr. Field was perhaps the most widely observant man whom one could name, but his observations were always pertinent to strengthening some department of the business, furthering some enterprise, accomplishing some aim—and were always prolific of expedients. I should be glad to impress upon all salesman the need of *finding a use* for every fact and bit of information about the selling game which they store up. There are some salesmen who can talk on lines of merchandise with an expertness that comes of careful study and long familiarity, and who could write volumes on the subject of what they have to say, but who have no notion of putting all this information into play, or making it serve any practical purpose. For all the use they find for it is in drawing comparisons between one line of goods and another, or of convincing the customer or exciting his interest, making that accumulation in their minds as practically so much dead weight. Mr. Field had no dead weight material stored up in his brain cells. Every fact that he knew was alive and working for a chance to impress somebody and win an object. He had developed in himself the highest degree of ingenuity, and this, I believe, is what he meant by the "education which every man should give himself."

In these modern days it takes a salesman of mettle and resourcefulness to sell goods of any kind in the face of the various obstacles and

strong competition which he is bound to meet. He has to develop a peculiar faculty to win success, and the name of this faculty is salesmanship. Once he has thoroughly mastered it, however, he has a profession which is more remunerative and a more reliable source of a livelihood than almost any other that could be named. He enjoys the advantage which every man enjoys who knows that there is a high premium upon his special capability. This is what competition in commercial lines has done toward developing the efficiency of a salesman to its maximum.

BEFORE THE INTERVIEW

WHY PRELIMINARIES TAKE TIME

BY A. L. M'BAIN

Salesmen spend hours "getting to their man" and minutes selling him, once they are on the spot. All the preliminary time spent in traveling from town to town, unpacking and displaying samples, waiting at the store until the buyer is ready to look at the line, is only incidental to the great work of making the sale. A sale, in fact, resembles chimney-building, in which it takes more time for preliminary scaffold-making than it does to build the permanent structure once the scaffold is made.

Think of the sale you are about to make, as something that you are going to *build,* brick upon brick, to stand substantially to your credit for all time, provided you lay the bricks carefully enough. Patience and painstaking in arranging the preliminaries—putting up the scaffolding, so to speak—are essential if you want a durable structure and not a flimsy one.

Records of a large traveling force show that the average time put in by the men of that force was twelve hours per day. This included traveling from town to town, going from customer to customer, waits, delays, etc. The time spent in actual

sales-making—the time which the salesman spent in convincing or attempting to convince prospects —averaged a little less than four hours out of the twelve.

Invariably the men who spent the most time planning their work and used some systematic method in making their towns and seeing the trade, held the best records for actual time spent in sales-making. Such men were able to put in as high as five hours with the customers against others' three to three and a half hours. This resulted in a corresponding increase in business getting. When it is remembered that the traveling expense is greater than the salary expense of a salesman, any planning which can be spent to further the increase of sales-making time is spent to great advantage.

Star salesmen invariably are close and careful workers. Such salesmen take as their cardinal rule, "See every possible buyer." Every experienced traveling man knows that some of the brightest prospects often fail to materialize as order-signers, and that some of the poorest leads, by careful working, eventually become steady and sure buyers.

But in doing thorough work the element of time must be considered. A large number of buyers must be seen as quickly as possible. "Thoroughness and expedition," the motto of Alexander the Great, must be the slogan of the traveler.

SYSTEMATIZING INFORMATION ABOUT THE PROSPECT

BY B. C. BEAN
Pres. National College of Banking

Systematic study of the prospect is still in its infancy. When it becomes fully known how great a waste of money it is to visit a town or call on a prospective customer and not gather pertinent information later to be recorded and used, no man will ever be put out upon the road without comprehensive instructions as to how to utilize systematic records in connection with selling.

Before the prospective customer is approached there are three principal sources of information. The first main source will be the home office, unless the firm be a new one or a new man is to be sold. Credit reports will furnish some information, but of such character as to be of little use in gaining pointers for a sale. Home office records, on the other hand, are accurate and specific. A house which has been in business for a number of years and has had reports on every man visited by the salesmen, has a valuable asset in these records. A new man going into a territory can determine from suitably kept records of the office the characteristics of the men he will meet and

sell. These are especially valuable because they are the tabulated observations, not of office men or executives, but of fellow traveling men—men in the same line and having the same viewpoint as himself.

The second means of information are those incidental scraps of knowledge which are picked up from any and often unexpected sources. Fellow traveling men, especially those in different lines, feel very free to exchange confidences as to their experiences in meeting customers and prospects. No information, in fact, is too slight, when bearing the earmarks of truth, to be given consideration as affecting the method of approaching the man to be sold.

On arriving at the town or city, the hotel manager will usually be found a mine of information regarding the prospective customer. This is especially true in the smaller towns. In towns of 1,000 inhabitants and under, it is safe to say that the hotel man will have an excellent idea of every man in business in the town. In towns of from 2,000 to 10,000 similar conditions generally hold, although to a much less degree.

Information, to be of value, generally should come from the hotel owner or manager himself. He is a business man, often of some ability, perhaps a man of property, and as such has a good view of human nature and business prospects. His clerk, on the other hand, is usually an extremely obliging man, but one having less judg-

ment or business ability. This being the case, information derived from the hotel clerk is liable to be more copious, but less reliable.

Another source from which information is secured of the prospective customer is from that person himself. This may verify or contradict information collected from other sources.

Among the reasons that may lead to wrong information being placed upon the salesman's cards, is the fact that the local men—the hotel keeper, banker, etc.—look upon their fellow business men from a less judicial standpoint than that of the stranger or outside man. They are liable to prejudice, favoritism, or jealousy.

The experienced salesman does not approach his prospective customer with the idea of noticing everything he can about him, afterwards to record it. The salesman keeps his mind primarily upon his selling proposition; all else is secondary. But afterwards—if his mind is properly trained—he retains a large number of impressions to go in his information list. The very fact of setting these down strengthens his memory regarding them—and in the future, to refresh his recollection he has but to glance at the record and there are the facts ready for use.

These outlines for methods of securing information about the prospective customer are ample enough for the salesman to build upon. The main thing to be realized is importance of the logical arrangement, classification and use of this in-

formation, which would otherwise be floating around loosely and unclassified in the salesman's brain. Having secured the information, the next step is to record and preserve it so that it will occupy little space and be readily accessible.

Many salesmen carry their information and observations of their prospective customers, jotted down carelessly in a notebook, where such memoranda become confused with odds and ends of information about prices, styles, personal expenditures, etc. For this reason the card system has many advantages. The traveling man should have one of the innumerable pocket or desk card systems sold by any of the reliable dealers in filing supplies. Many houses furnish their men with a pocket card list of prospects. These lists are ruled up to show date of calls, results and prospective future sales.

The salesman should go further than this for his own satisfaction and guidance.

Experience will show him exactly what information he needs about a prospective customer. In specialty lines a few accurate facts will suffice the salesman. Often his work is confined to the members of a single profession or line of trade in the city, and the only information he may require concerns their financial standing, their degree of success, location of office, office hours, etc. The canvasser, on the other hand, can often help out his delivery man and collector—in case he does not do

his own delivering and collecting—by pertinent and helpful notes on every sale. These, it is true, are often entered on the order; but there is often information that cannot pertinently be placed on the order sheet.

The staple salesman, or the salesman of large lines, may require information on a larger number of points—data concerning nationality, religion, politics, social habits, fraternal membership, etc.

Besides the regular card record some salesmen even go farther than mere information and keep a small, compact file, in which are placed notes, items or reminiscences, which will interest the trade. Business conditions, pertinent stories, dealings of friends, relatives or competitors are noted, preserved and put away until they become of use. Clippings are generally not made as much use of as might be by the traveling man. Most travelers fill in a great deal of time on the train and at the depot reading the daily or trade papers. Items clipped from these sources often not only furnish information for the proper approach to a new customer, but the means for binding the old customer to the house.

Granted that personal interest is a live factor in selling goods—and who will not agree that it is?—the systematic preservation of all data to be used in a selling talk, in order to make it personal, greatly helps the plan of campaign.

After information has been secured and re-

corded, the next step is its use. The fact that the salesman has systematically studied the prospective customer and has on hand information ready to use, gives him greater confidence in his ability and makes his sale come more easily.

WHAT TO LEARN ON ARRIVAL IN A NEW TOWN

BY J. J. STONE

One of the chief difficulties with beginners on the road is that they confuse their prospects—overlook men who might possibly buy, and spend too much time on men whom a little forethought and investigation would have informed them were not such good prospects. The inexperienced salesman goes to work in a new town much as a small boy goes to work on a pie—just "dips in anywhere." A whole lot of time and business is lost by such a slip-shod method.

I make it a practice to list all my prospects and hunt up the rating of each before I start out in a town. As a rule I go to the customer with the best rating first, or (which amounts to the same thing) the customer with whom I have had longest and most satisfactory experience. From such a buyer I get quickest action as to settlement, shipment, etc. He almost invariably discounts his purchase, and my success with him stimulates me in dealing later with the harder customers in that town—the quibblers, the kickers, and the fellows who are never satisfied but always demand unreasonable concessions.

It may be that I go to extremes in this matter of compiling data about prospects, but I find that my way of doing things brings good results. I keep a memorandum book beginning anew on January 1, and ending on December 31, in which I list the names and addresses of every man I have sold, with any notes as to the selling method most effective in his case, the argument that clinched my sale, or the objection of his which I couldn't "get around." Opposite his name I also enter his commercial rating, and the notes relating as to shipment and discount.

This may seem like piling up useless details of memoranda, but it has this advantage, that when my treacherous memory goes back on me I do not have to make acquaintance all over again with the customer and any peculiar circumstances concerning him. My book shows me just whom to call upon, what the probable result of my visit will be, and enables me to approach the man on as firm a footing as when I left him last.

This memorandum book of mine is classified and kept in alphabetical order. Beside the customers whom I am in the habit of calling upon, it contains notes as to the concerns with whom for one reason or another I have not yet got in touch, but whom I hope to enter in the "regular patron list" by and by.

This class includes the men who have been buying regularly from a competitor and have consequently been unapproachable so far as I was con-

cerned; and any new firms who project breaking into the field.

Data concerning these latter are procurable usually from the local board of trade, chamber of commerce, or such like institutions. I have even culled from newspaper offices, banks and advertising agencies. This method would seem as if it entailed an unnecessary amount of trouble, but it all aids in securing an accurate idea of where business lies at the present and where it is likely to lie to-morrow.

INFORMATION GETTING METHODS

BY JOHN PERRY

Sec'y Inter-State Map Co.

Nothing is more disconcerting to the salesman than to lose an order through his lack of knowledge of some slight detail affecting the prospect. A dealer who is trying to "sell out," for instance, will be interested only in dressing up his stock a little so as to have it make a good appearance. Or, he may be in the market for a line of quick selling goods that he can turn before he quits business.

If a salesman knows such conditions exist it is possible to use a set of talking points that will appeal before the dealer can offer such a stock objection as "Not buying a thing—am going to sell out."

Not only in making the sale does the salesman need "previous information." The credit department may often be saved from making a money-losing ruling if the salesman has investigated before selling. Such investigation is bound to mean better collections also.

So it is bound to pay the salesman to do a little information-getting. Now, as to local methods to be used.

The common and traditional method of getting

immediate information of the trade or of a prospect, is by means of the hotel clerk, or the hotel proprietor. A live clerk, or up-to-date proprietor, prides himself on the fact that he stands ready and willing at all times to furnish his traveling patrons such information as will help them in their work of sales-getting. A good hotel man is a sort of animated news bureau. He is in a position to hear all of the local news, learning it through the local papers and by means of an extensive acquaintance. If he is a man of discernment he will soon know exactly what items of information will be of interest to the salesman, and use judgment in the acquisition of trade facts and discernment in their distribution.

As a general thing, more exact and better information will be obtained from the hotel keeper than from the clerk. The reason for this is that the hotel keeper is a business man. He is located permanently in the city. He belongs to various social and business organizations. Having a desire to retain the traveling man's custom, he is posted on what the traveler will want to know. Being a property holder himself, or a man of some responsibility and means, he takes a just view of those in business in his city, and is able to judge from a fair, square standpoint their failings as well as their business virtues.

The clerk, on the other hand, is not so situated. He is more liable to be from an outside town, working on a small salary. He has a desire to be

affable and friendly with the traveling man, but he does not possess as practical a knowledge of affairs as his employer, upon which to base a knowledge of business conditions in the city. The traveling salesman regularly making a territory should therefore get his information from the hotel owner or manager, in a private interview, if possible. The hotel man should be given to understand in no uncertain terms that not only will confidences not be abused, but that they will be regarded as sacredly private and not passed along to, or quoted to, others. To a certain extent information so procured will be tinctured by the local feuds which always hold in a country town—especially in a small town.

It has been found by a small number of salesmen that the plan of having a man well posted on local business conditions and the small news of a town—this man not to have the slightest idea that he is being "pumped"—is the best solution of the information-getting problem. For instance, any anticipated business change, any unnatural falling off in trade, any small boom in business, is known at once by a host of people in the ordinary village. Everybody from the banker to the barber knows that Smith wants to sell out, that Jones has been on the point of failure for two or three months, that Brown heavily overordered three months ago and has had to get rid of his over-bought stock by clearing sales. Every

resident has, in fact, much similar information that is of use to the salesman.

A few minutes' casual conversation with some small dealer who is easy of approach—as a local cigar man, an amusement man, or any of the minor dealers with whom an acquaintance may be scraped on short notice—will furnish much information which can be used in an approach or to confirm information already in hand.

Depending upon the line which a salesman handles, he can, by using this plan or some modification of it, casually identify himself for the purpose of getting information with some business man in the city.

A salesman handling an exclusive line that he desires to place with the best possible representative in the city can in a few minutes' conversation with a banker find the exact lay of the land as regards his line. So informed the salesman will not make the mistake of approaching the wrong dealer only later to find that a mistake has been made in placing the line or agency. In dealing with a banker one thing is to be remembered. Bankers have, in the past, done a great amount of complimentary or "dead beat" work, as they term it, and are disposed to put a substantial value on their services. But there are all sorts of bankers, and the younger men particularly, are willing to freely co-operate with the salesman in giving out valuable selling pointers.

Interchange of information with fellow travel-

ers will be a fertile source for obtaining valuable pointers. While some salesmen are needlessly close about telling anything that they think will be of assistance to a fellow traveling man, yet many a stray crumb of information may be secured from the traveling salesman handling non-competing lines. A spirit of friendliness, in fact, now pervades all lines and travelers as a class are of great assistance to each other.

A SALESMAN'S CARD SYSTEM

BY C. D. CROSS

A salesman should know before he makes his call on any customer what the date of his last call was; he should know what was said, if he failed to sell—also know who does the buying, what competitors have been getting the business—why they got it, substance of any matter that has come up between the house and the customer since the last call, business done with that customer, the amount of business that has been done with that customer in a given time, etc., etc.

The salesman needs to have part or all of this information whenever he makes a call. He can't keep it in his head, but he can easily keep it in memorandum form, and he can pick up the thread of the argument with his customer where he last left it on his previous call.

A useful outfit for such purposes consists of a little box, and a set of from 100 to 200 cards. On each of these cards is entered the customer's name and the information concerning him. The cards may be arranged alphabetically or geographically; that is, all the customers in one town may be put in one group under the name of that town. This facilitates the salesman getting a gen-

eral idea of all matters under way in that particular point. Or the cards may be arranged chronologically; that is, according to the days or the months. This enables the salesman to enter under each date the names of all the customers he is to see on that date. If the salesman travels from one town to another the best arrangement would be the geographical list, according to his route. If he is a local salesman the chronological arrangement would be the best. This would enable him, every time he made a call, to set the card ahead to the day on which he wished to make his next call, and this card would automatically be called to his attention on that day.

The use of this outfit will absolutely systematize the salesman's work. It will counteract the tendency to do an amount of work that simply brings a satisfactory amount of business, and instead will make him call on all possible customers, and get all possible business.

PLANNING A CAMPAIGN

BY L. J. BALDWIN

Sales Mgr. Supply Dept., Western Electric Co.

The man who sells electrical contrivances must travel fast. He must visit two towns a day in order to make his expenses. However, the real test of his capability is not in the short time it takes him to cover his route or in the number of prospective customers he sees a day; it is in the proportion between the number of calls he makes and the amount of business he secures. It is easy enough to make two towns a day and to reach a high average as to the number of calls made. But to maintain this high average and at the same time to leave nothing undone or only half-way accomplished—to know that one's work has been as *thorough* as it has been *rapid,* is, according to our standard at least, a true test in salesmanship.

In order to combine swiftness and thoroughness in his method of working, the salesman must have made very accurate preparations in advance.

He prepares himself in two distinct ways. First, he outlines his campaign as a whole, figuring on the number of towns he is to visit, their sequence on his route according to their respective

locations; the number of customers in each town, the relative importance of each customer in the town; the time in which he can "clean up" the business there and make the best railroad connections to the next point, etc.

Second, he goes over the list of prospective customers and familiarizes himself with any data regarding them which he may have been able to obtain, or brushes up on the facts about these customers and the conditions of their trade, which he has learned from previous visits.

He divides the men whom he expects to see on his trip into various classes; in one are the dealers who will be interested in his goods merely from a standpoint of their merchantableness; in another are the mechanical engineers, who are, of course, thoroughly posted on every detail of the electrical business and will want to be convinced from a technical standpoint as to the efficiency of any contrivance, and its fitness for the work in which they are interested.

In another class he places the names of the prospects who, though now connected with electrical light and power plants, have only a superficial education along the lines of electrical science, being probably more familiar with the plow than with the switchboard. In another division he places the hardware men and the general store men who have decided to put in a line of electrical supplies, and who will require the best goods as a matter of principle, even though they may not

know the difference between an incandescent lamp and a current controller.

In still another class he puts the "central station men," and he subdivides this class to include all types, from those who are intelligent and progressive to those who consider themselves omniscient but need to be told where to substitute a No. 6 wire for a No 10.

Preparation consists of an analysis of all these different types of customers, and in framing up the arguments that are best suited to convince each, before starting out on a trip. It is important that the salesman should be able to anticipate the attitude of Jones or Brown or Robinson or Smith towards the proposition. Then, when he meets any one of these men no time is wasted in trying to discover the bias of mind with which the customer listens.

This is a much better way than plunging into a town entirely uninformed as to the conditions there; learning merely the name and address of someone who may be interested in electrical supplies, and opening a conversation with him with inquiries as to what he may happen to want, what conditions he has to meet, etc., etc. The customer is almost always repelled by being asked to furnish data which will enable the salesman to direct his selling talk to the point. It is a good deal like a doctor's suggesting a course of treatment after asking a patient to diagnose his own case.

GETTING STARTED RIGHT

BY FRED LARSEN

Western Sales Representative Cosmopolitan Magazine

Use every means of getting information. Your manual and other printed instructions alone are not enough. First get information as to the book you are selling. Not only think up new points of superiority and appeal, but use your prospects, your friends, and even your "turn downs" to give you pointers.

Your friends will see favorable points that you as a salesman may not discover. Get these points. Your prospective customers will concede certain things,—remember them. When you see you cannot make a sale, at least ask some expression of opinion from your prospect. Get it and it will give you a new viewpoint, if nothing else.

Using testimonials is an art in itself. You are furnished with recommendations for your book *to use.* Remember that. Get in the habit of reading over your recommendations to stimulate yourself and then quote to the prospect the same authorities that have influenced you. Submit as many testimonials to him as will interest—then stop. Too few will not convince. Too many will bore your prospective buyer. You can determine

the exact number to use by *practice*—no other way. Suppose your prospect is a school teacher. He will have time and inclination to listen to a large number of commendations—particularly from noted and successful educators. Submit him a large number. The busy business man, on the other hand, will want few recommendations and those put up to him in a different way. Your first man—the teacher—is used to considering "book" evidence. You can, by authoritative recommendations, force him to make up his mind favorably to your proposition. Your second man —the business man—likes to "make up his mind for himself." You must introduce your commendations to him so that he will not think that they are influencing him. Submit him five *strong* testimonials where you give the teacher twenty.

An important factor in your solicitation is time. The most experienced salesman invariably says: "No man is so busy but I can see him some one hour of the twenty-four." Classify your prospects and find *what hour* they can be seen. Then see them.

Make appointments. Where your man is really busy and his excuse is not merely a put-off, get an hour set for a comeback. As soon as he makes a verbal appointment, get it down in writing. Write on your business card below your name this or a similar wording, stating in exact terms the time and place of meeting:

(Your Name)

"has an appointment with Mr. Smith at the Strother Hotel at 8:30 to show the Dictionary."

If you think he will not show up, call at his house and walk up to the place of appointment. On your way, don't talk *your business*—talk the business in which your prospect is interested. Show him you have a good grasp of other subjects and he will respect what you say when you come to talk book.

Whatever else you do, do not accept a loose promise, to "see you next week;" or "Perhaps I can see you this evening." Make an appointment a thing to be lived up to—just as binding as a note.

In planning new methods of getting at people do not neglect the standard—and time-tried ones. Mix ginger with the old methods. Sometimes all old plans need is a new way—*your* way of working them.

Thoroughness beats brilliancy every time. Be resourceful and brainy, but back it up with thorough work. Old-fashioned "door-to-door" canvassing will beat scattering work every time. You lose energy, enthusiasm and time when you scatter always.

Be on the lookout for "side-tracking." The finest train in the world would never get anywhere if it headed in on every side track on the route.

Remember the easily accessible man may be the hardest to sell. The man who is hard to get to often is the readiest buyer. Have different cards to use in emergency. Rarely a business card is

best; more often an engraved or embossed card with your name and address is best. Use a card only when other resources are exhausted.

A cardinal rule for best work making a canvass is not to see your man until you are ready to talk business. Keep off the street, especially avoiding idle strolls up and down "Main street" or to and from the postoffice. When you are seen on the street or at public gatherings, the ordinary person immediately begins to wonder what your business is. He forms some opinion of you. Through no fault of your own his opinion may be adverse. If so, you have lost a sale.

The first few minutes make or lose a sale. By this time the prospective customer has "sized you up" and has begun to make up his mind. Do not try merely to avoid antagonizing him. Try to make a definite, favorable impression on him. Negative impressions are not enough. You must have positive impressions and many of them to make a sale. Work for *positive, favorable* impressions.

WHITE STEAM CAR METHODS

BY C. E. DENZER

Assist. Mgr. Chicago Branch White Steam Cars

It isn't at the automobile shows that the salesman accomplishes his fine work and secures the bulk of his orders.

He accomplishes most through the everyday methods of salesmanship. With us, the first step in the selling campaign is to secure the names of people who really have some serious intentions of buying a machine. We have eliminated the canvass among professional people, society people and clubmen, as entailing too much waste of time and effort.

There are divers methods of securing the names of prospective customers. One of the best is to advertise inviting inquiries. But the best of all is the recommendation given by satisfied customers. One-half of our prospects are derived from this latter source.

A good deal of preliminary work is done with each prospect before the salesman calls. Literature bearing upon his case is sent to the prospective buyer and in many cases his attitude toward the question of purchasing is ascertained by a conversation over the telephone. By such means

and others we try to get the prospect into a receptive frame of mind. *We aim never to take him away from his business or to trespass upon his time,* or to put investigation into our proposition in the line of something that is obligatory and unwelcome.

A man who proposes to buy an automobile will invariably do considerable "shopping" before he makes up his mind which he desires. He wishes to investigate thoroughly each different make. He visits the salesrooms of all the different companies, and even when he knows that the machine offered is an undesirable one from his standpoint he will demand as thorough and careful a demonstration of its parts as if it were the only machine purchasable, and he were bound to buy.

This sort of thing entails hard work for the salesman, and some of them feel that a careful demonstration is worse than needless before the prospect has given some definite intimation that he prefers their machine. This view of the case is all wrong, however. When a prospect wants to know exactly what you have to sell—when he insists upon a demonstration, even though the chances are against his selecting the particular make in question—it is the salesman's opportunity to do a little "missionary" work which will prove profitable in the long run. Remember that if a customer buys a different machine from yours he may be dissatisfied with it and soon be in the market again. The pains which you have taken to

prove the merits of your machine are not wasted in such a case. The purchaser whose first experience has taught him to distrust his own judgment will be likely to turn to the machine which has been most carefully and intelligently explained to him.

No salesman can afford to underestimate the value of missionary work.

PREPARING THE PROSPECT'S MIND

BY J. L. CLARK

Gen. Western Freight Agt. Lake Shore & Mich. South. Ry.

A freight solicitor has his own clientage in the district in which he works. He is always on the lookout for new customers—always devoting himself to old customers, and to old prospects who he hopes may become customers. Among these latter may be the traffic man from some big wholesale house whose patronage, once secured, would mean a steady revenue to the railroad company, since the wholesalers are constantly receiving large consignments of goods from all sources. Perhaps a certain wholesale house has done business for years with a competing railroad and has no thought of changing. That is no reason, if you are a freight solicitor, why you should not call regularly on the man who has the power to turn this business in your direction. Month after month and year after year you may call upon him, and he may never give you an opening. You may never even have a chance to quote your rate or "brag up" the special facilities which your road can offer. But all the same you must keep calling—must keep in his good graces and identify yourself in his mind with the name of the road

you represent. Then some day, when you least expect it, you will apprehend a change in the atmosphere when you go into his office. Something that the competing road has done or neglected to do has displeased him, occasioned him a loss perhaps, and he is thinking about giving his business to somebody whom he can trust "not to let such a thing happen again."

That's your opportunity if you are a freight solicitor. You take particular care not to run down the competitor who, after so many years of satisfactory service, has been delinquent in some particular. But you proceed to expatiate on the glories of your own line, the connections you can make, the quick service and the low rates, and you land his business—if you are better than a score of other fellows who are playing the same game.

How many salesmen in other lines would have the patience to keep calling on a prospect month in and month out for a number of years without any encouragement whatever, knowing that he was determined to give *all* his business to a competing house?

PREPARATION BEFORE APPROACHING A PROSPECT

BY COL. J. E. BRADY
Supt. Agents Federal Life Ins. Co.

Two-thirds of the success of an approach depends upon what has been done before the approach has begun.

There are several things that a salesman should know before he steps into a customer's presence.

First he should know his own product, its uses and values and talking points from the ground up and the top down. This knowledge will give him confidence, and confidence is absolutely essential to a good approach.

Second, he should know the prospective customer's business in so far as the thing that he is trying to sell is related to it. He should learn all that is possible from some one else or from observation about the use that the customer would be able to make of the product, the value that it would be to him, the special conditions that would attend its introduction or use.

This knowledge will enable him to get right down to hard pan in talking with the customer—to be direct in his statements, to hit the bull's-eye with every shot fired.

A customer won't be likely to be impressed or interested when the salesman talks about business conditions in general. It is the conditions in his own business that interest the prospect. You intend selling him something to meet a specific individual need—*his* need. Learn all you can about his need—his business as related to your product—before you go to see him. Then the minute you get into his presence you can say something that touches him closely.

The third thing that a salesman should know before making an approach is—something about the prospective customer himself. Every man has his peculiarities—learn the peculiarities of your prospect, if you can, before you call on him.

No two men are alike; no two prospects should be approached in exactly the same manner. Some will be glad to shake hands with you; some resent any appearance whatever of familiarity or personal friendliness; some will expect you to state your whole errand almost in a single sentence—others will be willing, if handled tactfully, to give you a chance to present your case fully with completeness at every stage. Some are conservative to an extreme; others are eagerly progressive. Some want to do all the talking, and cannot be sold unless they are allowed to, and unless the salesman appears to admit the truth of everything they say; others are impressed only by downright, forceful, straight from the shoulder argument. In many cases a salesman can learn these things after

his interview has begun, but it is very often true that a little inquiry will give him a great deal of information about the personality of his prospect. There is no customer about whom he can not learn something—and every bit of information that he gets will be of value to him during the interview.

INTRODUCTION TACTICS

BY J. LARSEN

Mgr. John Wanamaker's Century Dictionary Salesmen

The manner of introducing your proposition to a prospective customer is all important in selling. That is where you want to show your horse sense. Don't attempt anything far fetched or flowery—just be as natural as you know how. You are not in the gold brick business, you are not selling blue sky and you are not beneath the man you are going to talk with. Don't be afraid you are not going to get the order. A display of fear or over-eagerness will lose the order nearly every time. Try and imagine you are the other fellow and the other fellow is you; now how could he handle you and stand the most chance of getting your order? Suppose you didn't know any more about your book than he does—What could he say or tell about the work that would most likely get your order quickest? Surely if he approached you in a half-hearted, mechanical "Mary had a little lamb" fashion, he couldn't have any more of your time than it took you to tell him to get out. Suppose that he called to see you and he volunteered the information "seemed to be busy to-day and he would call again." What kind of an impres-

sion would you have and how long would it take you to get rid of him the next time he showed up? This putting yourself in the other fellow's place is a pretty good thing to do sometimes. It gives you both sides of the story. Too much formality is not a good thing, but still, familiarity is much worse. Familiarity never—keep away from it yourself and keep the other fellow away from it also. Don't hand your card to a man upon introducing yourself if you can get an audience without it—it savors too much of formality.

GETTING INTERVIEWS

HOW TO OBTAIN AN INTERVIEW

BY J. F. GILLEN

Chicago Mgr. Burroughs Adding Machine Co.

Several hundred years ago the poet Milton wrote a line of verse that has rung down through the ages; and curiously enough it has always rung ironically in the ears of salesmen, however seriously the rest of the world may regard it.

The line is this:

"They also serve who only stand and wait."

From a salesman's point of view this is almost funny. Where orders are to be wrested away from competitors, and wrung from dilatory prospects—where the word "hustle" is the only answer to the riddle "How shall I make a living?"—there can be no "standing and waiting."

The salesman who only "stands and waits" seldom is retained in the service of his house for any considerable length of time.

And yet there are a good many well-meaning fellows, sincerely regarding themselves as *salesmen*—sincerely believing that they are proper exemplars of salesmanship—who are more proficient in "standing and waiting" than they are when it comes to forcing their way into a pros-

pect's presence—to *making* him listen to their selling talk in spite of his reluctance and crabbedness.

At the end of a working day, they will tell you, in all seriousness, that they had a strenuous day of it and "worked themselves to pieces." You ask them how many orders they have taken and they will answer reproachfully that of course they didn't actually take any orders, but that they called at any number of places—waited interminably for this prospect or that in order to obtain an interview—harangued innumerable functionaries with a view to impressing the latter with the urgency of their business—and distributed their business cards in a bountiful shower from the Battery to the Bronx.

Ask them to tell you what men they called on, and what they said to each man, and what reason he gave for not buying—and they will tell you that, perhaps, 75 per cent of the prospects they called on "were too busy to see them." These salesmen will proceed to explain to you how inconsiderate and impolite their prospects have shown themselves to be, to a man.

Mr. Jones' secretary was very "uppish," they will say. "He took a high handed way of informing me that Mr. Jones' time is too valuable to be trespassed upon, and that Mr. Jones, at the moment of my call, was very busily engaged and wouldn't see any uninvited outsider. However, I stayed by him, and finally got my card past the

clerk at the door. It took Mr. Jones twenty minutes to send back a reply, and then it was a very supercilious one to the effect that I could state my business to the head clerk and Mr. Jones would see about it at his leisure. I penciled on a card that I had an introduction from Mr. ——— and that my business was of a very urgent personal nature which could only be communicated to Mr. Jones himself. Then I waited another three-quarters of an hour until the boy came back and said that Mr. Jones would see me by and by. There was nothing to do but to stand and wait—so I stood and waited. Mr. Jones, it appears, had not even the decency to remember his promise of giving me an interview—because, after I had waited almost an hour, I saw Mr. Jones emerge from his private office, in the company of three or four other gentlemen with whom he was deep in conversation, and pass directly through the office to the elevator. He was gone in a moment. Though he passed within arm's length of me, he simply ignored my presence altogether. Of course, as he was talking with his friends at the time, and I could not intrude on their conversation, there was nothing to do but to let him slip through my fingers.

"I thought he would be back after lunch, so I waited, and by and by the head clerk came and told me, in a really commiserating tone, that Mr. Jones would not be back for the day. So I left, and called on Mr. Brown—but I didn't have much

better luck there either. However, I congratulate myself that I did *my* part—I called on all the prospects whose names are on my list, and always left some of the firm's literature and a message stating that I would be back. Nobody could do any more—and I have had a strenuous day of it! A salesman who has as hard a class of prospects as I have, certainly earns his salary all right, whether he turns in the full quota of orders or not."

The foregoing, I believe, is fairly representative of the state of mind and the methods of working employed by a great many "well meaning fellows," who sincerely believe that they are "exemplars of salesmanship."

Nobody doubts that they mean well. They don't *like* waiting—it is as humiliating and as tedious to them as it would be to any one else. Hanging around in the ante-room of a man's office, waiting until chance or his caprice shall give them an opening to state their business, is certainly *hard work*—even harder than the work of the successful salesman, because of its dullness and discouraging resultlessness. Salesmen who are addicted to the waiting habit certainly work hard in a sense, and *because they feel that they work hard* they believe the business house which they represent *owes them a living.* After a day spent in twiddling their thumbs on the visitor's bench in various offices, they go to their rest feeling that their good intentions, their patience and

the nervous strain which they have sustained, entitle them to the self-satisfied feeling of a worker who has done his level best—and who is not at fault if Fate has withheld due rewards for his labor.

But these "hard workers" (or, rather, *hard waiters)* miss the salesman's point of view altogether.

No genuine salesman would be satisfied with himself or the way in which his day was spent, in a case like the foregoing.

He would rather have *forced* his way into Mr. Jones' presence, even if personal violence were necessary and if the act resulted in giving mortal offense, than to fool away unlimited time without positive knowledge that there was nothing else to do but wait, that Jones required him to wait and recognized his courtesy in doing so, and that Jones would "make good" the time lost by the salesman in deferring his errand to suit Jones' convenience.

"Mr. Jones must pay me for my time; not in money at the rate of so many cents an hour, as he does his office force, but in *opportunities for doing business.* If he forces me to wait, he must give me, as remuneration for my time *a chance to sell him,* which is the equivalent of money—and I will undertake to convert that chance into money on my own account. The longer he makes me wait, the larger the order I shall determine to wring from him—because my commissions (or my

credit with the house, in the case of a salaried man) must be commensurate with my time and trouble in making the sale."

This is the attitude of the genuine salesman.

The would-be salesman philosophizes: "The house that employs me is paying for my time. I am certainly working hard in trying to see Mr. Jones, and by that hard work I am earning my salary. It's a little joke on my house, than otherwise, if my best efforts do not avail in getting any business, or even a hearing, from Mr. Jones. I have done *my* best, and while I should like to feel that my house is getting a fair return for the money it has invested in my services, I can't help it if, owing to the obstinacy and unapproachableness of customers, such is not the case. It's the house's lookout, not mine. My time is paid for, anyhow."

You note the difference in the point of view? It is the difference between the leaner and the lifter—the passive man and the active man—between the steam that pushes the piston and the moisture which gathers in sweat-drops and which seems as if it might apologize for its existence by exclaiming: "Here I am. Utilize me if you can in driving the engine, but if you can't, *I* am not responsible. I get a free ride anyway."

Salesmen who wait—and wait—and wait—in prospects' offices, for a chance to state their business—can't be numbered among those who "also

serve," however exemplary their intentions may be.

There is something for every man to do, when he is denied admittance to a busy man's sanctum, besides indefinitely, futilely waiting. Of course, if he has a specific promise that at the end of a certain reasonable period of waiting he will be given an interview, that is a different matter.

We are speaking of the times when the prospect gives no assurance that waiting will be worth while. At such times, the salesman who lets himself be side-tracked on the visitor's bench—there to remain an indefinite number of half-hours with a very lively probability that his prospect will overlook him altogether, or perhaps, escape by a side door—is doing himself a rank injustice, and bringing disgrace to his calling. An aggressive man, and one no less tactful than he is aggressive, will find some way to bring his business to an immediate issue. There are innumerable ingenious ways of obtaining interviews when the prospect is reported to be busy, when he is manifestly indifferent and hedged around with employes whose business it is to keep the salesmen "at a distance."

A few suggestions of a general nature along this line may prove useful. A salesman's originality must teach him how to adapt them in each emergency.

The first suggestion I have to make regards the

salesman's moral attitude towards the obstacles in the way of his interview.

A salesman who has not proved his mettle—and who, unfortunately, is not sure of it himself—is likely to be overcome by a sense of his own insignificance on entering the private domain of the great man, rich man, or influential man, from whom he hopes to get an order. The very hum and rush of business in this "boss's" office are awe-inspiring. The fact that there exists an iron-clad rule, designed to protect the boss against intrusion, forbidding the admittance of any uninvited salesmen—and the fact that the army of employees are bound by this rule to oppose the entrance of any such visitor—combine to make an untried salesman morally certain of his powerlessness; to make him feel that he has no justifiable reason for presenting himself at all.

Indeed he has none, if the awe which he feels for red tape, rules, dignitaries, has made him lose sight of the attractions of his own proposition; has swallowed up his confidence in what he has to offer and his ability to enthuse the prospect in regard to it.

A salesman should remember this: the prohibitive rules are not made with a view to repulsing *him personally* or *his proposition in particular*. They were made to cover the rank and file. If you say to yourself: "I am only one of hundreds of salesmen who besiege this place and importune the boss for a hearing. He is tired

of being importuned and I don't wonder that he has barred us all out''—then you certainly belong to the rank and file for whom that prohibitive rule was intended. But if you think: ''I have something exceptional to offer this old autocrat—this rule against admitting peoplewhom he doesn't want to see can't apply in my case, for my proposition is something he is *bound to want.* I am the exceptional one and I will make him understand it!'' you stand a very fair chance of being appraised at your own estimate: as an exception. The rule was made to govern a *class* and not an *individual;* and when you emphasize your individuality, you are pretty certain to take the autocrat, and his sentries at the office door, off their guard. They have not prepared in advance any regulations and red tape governing *you,* personally, and *your* proposition—the red tape and regulations being intended to apply to a general class on the assumption that all members of the class are alike in representing some irrelevant and unprofitable business.

If you believe that your proposition will prove interesting to the prospect and that he will profit by doing business with you, you have a right to feel that the rule barring salesmen from his presence was not intended to bar *you.* Convince yourself of this and the stern negative of the information clerk will not abash you. You will find yourself endowed with a courage and resourcefulness to cope with a slick secretary who gives

glibly evasive replies when you try to find out whether Mr. Prospect is now in his office, whether he cannot see you at once, and what reason exists for supposing you could possibly tell your business to any subordinate in place of him.

Once you are thus morally sure of your ground, the hardest part of the battle is won.

You may have to defy interference and walk boldly into the great chief's presence, braving his roar of incensed dignity—or you may have to intercept him on his way to the elevator and interrupt his conversation with the friends he is taking to lunch—or it may be that your only chance is to disguise the object of your call and approach him on some ostensibly personal business; *but you can see him and get speech with him no matter what obstacles intervene, if your nerve holds out and you use your brains.*

I know of one salesman who, after repeatedly being refused an interview with a certain Mr. C——, went to all the pains of getting himself hired by a law firm whom he had discovered handled Mr. C——'s legal affairs. The salesman had a bowing acquaintance with such things as a man is supposed to know before he can get a job in a lawyer's office; when applying for the place he used his *selling talent* to ingratiate himself with the junior partner, who waived such mere details as experience, diplomas and recommendations in consideration of the man's rare personality. Possibly the new employer was in-

fluenced, too, by the emphasis with which the young man stated that "salary was no object." At any rate a bargain was struck, and the following day the salesman was in possession of an imposing card on which his own name, in modest letters, was overshadowed by the name of Blank & Blank, counsellors at law. The prestige of the firm's name made entree into Mr. C——'s private office an easy matter. Then the salesman faced Mr. C—— and made a clean breast of it; and before the old gentleman recovered from the shock, or had time to gauge the enormity of the imposition that had been worked upon him, the young man had launched upon his selling talk with a convincing earnestness and eloquence that fairly bore his hearer along from stupefied quiescence to awakened and receptive interest, and finally to an enthusiasm equaling the young man's own.

"What pleases me most," said this salesman, in narrating the adventure, "is that Mr. C—— can't seem to lose the idea that the firm of Blank & Blank sent me to him, and that somehow or other he is indebted to them for the benefits he got from taking up my proposition. He still hangs on to this point of view in spite of my having told him, over and over, just what chances I took, and why I had to, and how blameless those lawyers were.

"As for Blank & Blank, they have no kick to make. I got the job strictly on my merits—and

I never asked for any pay for the twenty-four hours during which I was their bona fide employee. There wasn't an untruth in the whole transaction to blacken my remembrance of how I came to get an interview with Mr. C——."

It will seldom be necessary to go to such extreme lengths as this salesman did in getting an interview with that law firm's client. Possibly this case is not a good example, because to some people the salesman's ruse might seem to smack of underhandedness, however free from falsehood his representations were in a literal sense. It is recommended only as bringing home the force of that wise old saying: *"Where there's a will there's a way."*

It is dangerous, besides being unprincipled, to use deception in obtaining a hearing (as well as in making a sale, or transacting any of the other affairs of life). But an unlimited amount of *nerve is permissible,* and seldom gives offense if the man who uses it doesn't forget good manners. The man who never learned to discriminate between "nerve" and "brassiness" lacks the most essential quality in a salesman; common sense.

Such a man, when he is told that he can't see a prospect, usually raises his voice and tries bullying the information clerk or the office boy—and their resentment makes them all the more determined in opposing him. Furthermore, he is likely to be overheard by some one in authority, and reported, to the very man he wishes to see, as a

nuisance and a bore. If that should happen, his chances are very slight of making a favorable impression on his prospect when he does get an interview.

The man whose nerve accomplishes the most for him is likely to remain unsuspected of possessing that quality, so far, at least, as the people whom he subjugates by the use of it are concerned. He can look a haughty head clerk in the eye and coolly decline to state his business to any one else but the "boss" without seeming to act in defiance of authority; he can persist, after a resolute turn-down, without seeming to be aware of his own temerity in doing so, and in a way that makes people feel that they would be glad to give him what he asked for, if they could. He can "tackle" the prospect as the latter is leaving or entering the office—and if necessary make himself an uninvited member of the group with whom the prospect is in conversation—with such a manner that the act doesn't seem an unwarrantable liberty.

And right here is the crux of the whole business. The *manner* in which such an act is done is all-important. If it is not a deferential manner, the salesman in all probability will receive "snubbing" that will put him entirely out of countenance and make it impossible to proceed with what he has to say. If it is too markedly deferential the other man will get the impression that the salesman is ashamed of himself and his errand.

Deference is agreeable only when it is unstudied and unobtrusive. It ought to indicate as much self-respect and self-confidence on the part of the man who yields it as he may be supposed to credit the recipient with possessing.

The manner should be business-like, and imply that if the salesman has taken a liberty it is because there was no other way to do—it being a foregone conclusion in the salesman's mind that, once the prospect understands how good a thing he has to offer, the prospect will meet him more than half-way.

A very experienced salesman knows how foolish it is to allow himself to be "pumped" by subordinates in his prospect's office. If Mr. Prospect's secretary comes out to you and begins to ask questions about the company you represent and the details of your proposition, gently inform him that you have an express reason for communicating your errand to nobody else but the man you have come to see. If you are too communicative the secretary has you at serious disadvantage. He can say: "My superior has gone into this matter very thoroughly—he knows all about your company and the 'special' offer you have to make—and there is positively no chance of your interesting him further."

Of course, you may have to give your name and your company's name in order to get your visit announced; but so long as you don't give the particulars of what you have come for, until you are

face to face with the prospect, the office subordinates are deprived of their most formidable argument in opposing you.

It is a good rule to rely on your own unaided efforts, as much as possible, in overcoming the prospect's objection to seeing you. Then when you do see him he will understand that you have accomplished your object by sheer determination, and will be likely to think well of your strength of purpose. He may say to himself: "Here's a young man who means business, and his pluck and perseverance are admirable." Such an attitude is courageous and the chances are that he would rather think well of your proposition than to decide against it.

When your own unaided efforts will not suffice in overcoming the obstacles to an interview, you will often be able to use the influence of your other customers, who are also acquaintances of the prospect, in inducing the latter to talk for you.

GETTING THE PROSPECT'S ATTENTION

BY HENRY M. COBB

The first, and perhaps the most important step toward a sale is *getting the attention* of the man you want to sell.

In the natural course of things, you must get his attention first to yourself; second, you must secure his attention for your proposition in general—that is if you are a paint salesman, for instance, you must make him understand in the first place that you are in his office and want to do business with him; in the second, that you are the man who has paint to sell, *not* the man with lead pipe, or structural iron, or lumber or any one of a thousand other products which he may expect to be asked to buy.

In the third place you will have to attract his attention to the peculiar merits of your proposition. Again, supposing for the sake of argument that you are a paint salesman, you must remember that other paint salesmen have probably been ahead of you and others have promised this buyer that they will call on him. You must remember that he has in mind various arguments which he has heard from others in your line of business,

and the mere fact that you are a paint salesman and that he is in need of paint, is not going to focus his attention exclusively upon yourself. You have first to impress him as being a *particular* salesman with a *particular* proposition. That is the first step. To be able to talk your wares intelligently is the second. In order to be successful you must first be able to know how to get a chance to talk at all. You must know how to command the attention of the buyer.

In all lines of business a great many orders are lost daily because some salesmen do not know how to get attention. Men who lose orders in this way have a habit of dropping into an office, sending in their card and either accepting as final a refusal on a buyer's part to let them talk, or, if they are admitted to his office, of presenting their business in a dull and colorless manner which makes no impression whatever.

They think it is hard luck or the injustice of the world that makes a buyer say in a bored tone: "No, I want nothing to-day. You must excuse me. I have no time to talk with you."

Such men fumble hopelessly for an excuse to remain and talk, but when the prospect turns to his work and ignores them, they feel that there is nothing left for them to do and out they go, inwardly anathematizing the stupidity of the buyer in turning down, without any investigation, a proposition which they believe would be a genuine advantage to him.

In such a case the fault does not lie with the buyer, but with the salesman, for having overlooked the fact that some special leverage is necessary in order to obtain even passing and casual attention from a busy man.

The attitude of the buyer depends entirely upon the manner in which a salesman goes to work on him. It may be taken for granted that any buyer is open to a good proposition. He is paid a salary for purchasing goods, and for doing it discriminately. His very livelihood depends upon the opportunities that come his way to buy to his employer's advantage. It is unreasonable to suppose that he turns a salesman down simply from a malicious enjoyment of the salesman's discomfiture, or because he lacks interest in his own work and responsibilities.

Usually he is as eager to buy when he can do so at an advantage as the salesman is to sell. But it should be remembered that a great number of salesmen approach him daily; that many are selling the same line of products, and that he cannot buy from them all.

He has to listen to the arguments of each, and these arguments are often so similar in nature and delivered in such a hackneyed manner that he would be more than human if he did not feel bored by the constant repetition of such phrases as: "You ought to give me the preference because my goods are really the best"; "we have the particular thing that is just designed for your

need''; ''we can make you a better price on such and such an article than you can get anywhere else,'' etc., etc.

Certain salesmen have a leverage on him because they already have his attention, owing to his having bought of them before, or similar reasons. Now, when a new man appears on the scene—one whom the buyer does not know from a side of sole leather—he has to meet competition in a double sense—first in the matter of gaining the buyer's attention exclusively to himself, where there are salesmen who have as good or superior a claim to it; and second, in showing that his article and the service he has to offer are better than the buyer could obtain elsewhere.

A great many salesmen think of a competitor only as a man who has a proposition similar to their own. They overlook the fact that a competitor may be formidable for no better reason than that he has a talent for getting himself heard and compelling attention to his proposition, where they cannot.

As an illustration, suppose that A and B are out to sell goods. A has a very superior product to offer at exceptionally attractive terms; B has a product, which, taken on simple merits, could hardly be compared with A's. A believes that he cannot fail because he has the best thing in the market, and he is sure that people who once hear of its special advantages will be as anxious to buy as he is to sell. He is wet-blanketed, however,

when he finds that people will not listen to him. For one excuse or another they turn him away, and he goes from prospect to prospect looking for the man who is accessible.

B, on the other hand, concentrates his efforts on getting a hearing. There is that about him which compels his prospects to give him their attention, and he lands orders right and left because his customer, being uninformed of A's superior proposition, believes that B has as good a product of its kind as can be bought.

It is a hard thing on the manufacturer when a superior article at an attractive price goes begging because the salesman representing it cannot get anyone to pay attention to his offer. And it is a hard thing for a salesman to see his competitor winning out with an inferior proposition merely because, unaccountably, people will attend to what that competitor has to say, but seem unanimously decided to ignore himself.

He can remedy this trouble, however, if he concentrates his efforts on compelling attention.

He can do this by cultivating and accentuating his individuality. Every man has something about him which makes him different from other men. In some cases the difference is immediately striking; in others it is so vague and indefinable that the man is readily confounded with a class to which we put him down as representative. When the difference is striking, one speaks of the person so distinguished as having individuality.

He should make the most of the fact, provided the difference between himself and the "general run" of mankind is of a sort to create a favorable impression.

Hundreds of salesmen are forever passing in review before the eyes of the buyer. He cannot give to each the degree of attention coveted. Naturally he will pay the most attention to the man who is noticeable by reason of some marked quality in his looks, or manners, or tone of voice.

The man thus selected will get at least a chance to tell what he wants to about his selling proposition. It may develop that the proposition is no good, or that the man himself is not worthy of confidence, in which case the buyer must turn back to one of the less imposing brethren; but the man who was first singled out has succeeded in one respect at any rate—he has secured attention to himself and his errand.

In view of these things it is a mistake to train down the little eccentricities that distinguish a man from his fellows, unless such eccentricities are of a disagreeable kind. Careful training in the matter of deportment—strict regard to good appearance—are most essential things in salesmanship, but so far from making all men alike, such training and regard should have the effect of emphasizing each man's peculiarities.

The salesman who wishes to make himself exceptional will fall into an error if he thinks that the less he knows about other men's methods, the

more likely he will be to have a "way of his own" that marks him as a man to whom one cannot help paying attention for his very singularity. There is a common model on which all men who wish to appear well should try to shape their conduct, and this, contrary to what might be imagined, decreases the similarity between them instead of heightening it. The errors and gaucheries into which men who have made no careful study of their appearance and the impression they are making habitually fall, is what makes so many of them seem alike. The more a man is cultivated up to some common standard of propriety, the more his individuality becomes apparent.

Take for a parallel a number of raw recruits who have had no practice in the use of firearms, and you will find them all making the same blunders and resembling one another so entirely in their awkwardness that not one of them claims more attention from the observer than the others. But a man who is skilled in the use of the rifle is invariably distinguished from other men equally skilled. The more of an expert he is, the more certain there is to be something personal and distinct about his method; and this in spite of the fact that he has conformed to the same rules of the game as his fellow experts, and has had a model of excellence in common with them.

The salesman whose inefficiency is apparent makes no distinct impression, because of his re-

semblance to other men who are inefficient in the same way.

In order to command the attention of the buyer —to make a deep impression on his mind that will give you a claim to an audience the next time you call—discover what your strong points are and study to accentuate them. Observance of all the usual rules of conduct, instead of making you similar to every other man who observes them, will tone down whatever there is of commonplaceness that tends to make the buyer confuse you with a class, instead of giving you his attention as an individual.

MAKE CLERKS YOUR ALLIES

BY W. N. MITCHELL

Gen. Mgr. Railway Dept., International Textbook Co.

A valuable point in salesmanship is to know how to make the head clerk your ally.

When you are denied admittance into the president's office by a haughty head clerk, who is delegated to keep salesmen at bay, do not waste time trying to convince him that an exception ought to be made in your case. Turn to him with your most engaging smile and say: "My dear sir, if you will give me your attention I shall be glad to explain my proposition to you. I understand that you are an authority in the office, and no doubt, even if I explained my business to the president, the matter would be referred to you." Then use your most convincing selling talk on that head clerk. You will have pleased his vanity by magnifying his importance, and it is almost certain that he will give you a favorable hearing. Win his friendship, as well as his good opinion of your business proposition. He will want you to come back the following day, and if you do, you will find that your errand has already been introduced to the president and that a cordial welcome awaits you. But don't make the mis-

take of dropping the head clerk's acquaintance at that point in the game. Make a special point of inquiring for him first, on entering the establishment. Let him think that you regard him as the man whose decision is all important to you. This keeps him good-natured and you will always find on subsequent calls, that you have a "friend in camp." It is surprising to what an extent many men at the head of great businesses rely on the advice of some functionary, and how much help the head clerk may give you.

POINTERS FROM BLICKENDERFER TYPEWRITER COMPANY

BY O. T. OWEN
Sales Mgr. Blickensderfer Mfg. Co.

Many victims succumb to "salesman's failure disease" owing to inability to get interviews.

In the cities, the trials of the ambitious young salesman are certainly not growing less. The busy purchasing agent generally says he has no time to see you. When you get this answer don't let it disconcert you. Don't murmur an apology for having intruded, and leave him the comforting assurance that your business can wait till another day. Remember that the man who says he can spare no time to listen to you, has, in all probability, representatives on the road whom he requires to use persistence in soliciting interviews with men as busy as himself. He is going to measure the value of his representatives by the degree of doggedness with which they hang on till they do secure business from the men who "have no time to listen to them." It is not unreasonable, then, that he should treat you the way he would like to have his representatives treated. My advice is to use determination in carrying out your resolution to see your prospect, even some-

times at the cost of what is called business courtesy.

It is the man who can get in, deliver what he has to say briefly and to the point, come away with an order in his pocket, that is in demand. A good business man admires intelligent and amiable persistence at all times, and it always creates a good and lasting impression.

If a salesman is a good listener he is quick to catch the tone that indicates, even when there are no specific words to indicate it, that enough has been said, and that it is time to quit talking and bring out the order book. A great many salesmen have this fault—that they talk a prospect into a deal, and talk him out of it again.

SELLING STOCKS AND BONDS

BY BURTON THOMS

Manager Peabody, Houghteling Co.

Generally speaking, a salesman of stocks, bonds and mortgages is greatly helped towards a sale if he can secure an introduction to prospective customers by a common acquaintance. Such an introduction gives him immediate entree and an opportunity to begin tactfully on his subject without the chill and formality of making himself known to an utter stranger, who in most cases is busy and undesirous of being interrupted.

An introduction by a friend of the prospective customer lends greatly to the salesman's prestige.

It is an opening wedge by which the salesman can always depend upon gaining the ear of the prospect and holding his attention long enough to explain the nature of the proposition.

The salesman should be very careful not to misuse the privilege which he secures in this way. His being introduced by a common friend places the customer under some sort of a social obligation, and nothing is more fatal to the sale if the latter is made to regret that fact. It is easy for the salesman who is thus presented and endorsed to mistake the customer's affability for a cordial

interest. Such a mistake will usually lead to another one, the mistake of thinking that it is only necessary to outline the details of the proposition in order to close the deal. Consequently, the salesman will proceed too quickly to the close, neglecting many of the fine points which he would ordinarily use to stimulate interest in a customer who at first appeared indifferent.

Experienced salesmen make good use of introductions, but are careful to avoid over-using them or relying too much on courtesies obtained in this manner. The social obligation which an introduction places on the customer should never be allowed to interfere with a business transaction and it should never be overworked.

It is very seldom that a salesman trying to dispose of investments calls upon a prospect unless he has some tip or information that the prospect has funds to invest. In other words, it is quite unlikely that salesmen of investments ever call upon prospects in a hap-hazard sort of way without knowing whether or not there are funds in the quarter seeking investment. Ordinarily the firm represented by the salesman will furnish him the names of parties to call upon, and the matter is followed up from information to the effect that the prospect has money to invest for himself or else is representing other parties.

A salesman of securities will often approach people whom he has reason to consider good prospects but who for one reason or another flatly re-

fuse to interest themselves in any of the propositions which the salesman suggests. In a case of this kind there is a great deal of difference between blind persistency and intelligent perseverance. The blindly persistent salesman will keep on calling until the customer is bored and adds personal dislike of the salesman to whatever other reason he entertains for not wishing to invest. Constant and tiresome repetition of arguments which the customer has heard before robs them of their significance so far as he is concerned. There is hardly any hope of a sale after the resentment of the prospect has been aroused and his patience exhausted in this way. The intelligently persevering salesman does not give up any quicker but he is careful not to call when he knows that his presence would only have the effect of irritating the customer. If he must, he lets the matter of the investment drop temporarily, but he manages to keep in touch with the prospect by mailing him circulars, letters, etc., until his opportunity comes to call again when the man is in a more receptive humor.

Every now and again a salesman will meet a cronic pessimist who either believes or pretends to believe that all investments are very bad or bound to be unlucky. This sort of person is difficult to treat with and must be humored in somewhat the same manner as the party spoken of just above. By keeping after the prospect, either with letters, circulars or calls, it is very likely

the tactful salesman will at length accomplish his object in placing the pessimist as a permanent customer on his books. Often this class of men are not really pessimists, but simply ask embarrassing questions and evince suspicions, etc., to find out the good points the salesman has to offer relative to the proposed investment.

SELL YOURSELF FIRST

BY W. C. HOLMAN

Editor of SALESMANSHIP

We hear these days a great deal of talk to the effect that a salesman should develop the "positive" side of his character. This remark is so true that it is trite. It is like saying that the blacksmith should develop power to swing a hammer, or that a swimmer should develop the ability to move himself forward. No man in any walk of life can produce an effect upon other men—can make other men believe as he believes, and act as he would have them act, unless he impresses the man he meets as being a strong man—a positive man.

The important question is: How can the salesman reach this desirable end?

He cannot make others believe what he himself believes, unless he himself is an earnest believer. Dwight L. Moody swayed enormous audiences by the simple power of his own wonderful earnestness. No one could listen to Moody without saying: "This man believes absolutely every word he is speaking. If he feels what he says so tremendously, there must be something in it."

If every salesman realized how largely the at-

titude of the "prospect" depended upon the salesman's own mental attitude he would be as careful to get into the right frame of mind when he started out to approach a prospect as he would be to carry a sample case.

It is a simple matter for him to do this. All that is necessary is for him to take "account of stock" just before he starts out—to enumerate to himself all the strong, convincing points in his proposition—to consider the good high qualities of the goods he is selling—run over in his mind the splendid characteristics of his house—think of the great number of customers who have bought his product—and of the supremely satisfying reasons why other customers should buy his goods.

In other words, before a salesman starts to sell other men he should sell himself. He should make this sale to himself at the beginning of every day's work. He should deliberately go to work to banish from his mind all doubts, depressing thoughts or regrets for past poor work. He should forget, temporarily at least, any slight grievances or misunderstandings he may have had with his managers or his house. He should concentrate his mind wholly upon the strong points of his proposition, upon the realization that the thing he is selling is indispensable—that if he were a "prospect" he would not be without it.

Yet how many salesmen pursue exactly the opposite course!

Many a salesman walks down the street to approach a prospect with his mind full of depressing thoughts—a preparation for the interview that will surely cancel his power when he enters the prospect's presence.

If you must think over your past failures at all, think them over at night, when the day's work is done. If you must ponder upon family troubles do it in the evening when you have no more customers to approach. Brood over your grievances against the house after you have been to dinner, if you must brood over them at all. Doubt the supremacy of your goods when the day's work is done, if you must doubt it at all. Say that the price you are asking is too high when you are getting into bed at night if you must say it—but don't say it when you are getting out of it in the morning. Do all these things, if you must do them, when the day's work is over. But on your life don't do them during the hours when you are trying to sell goods.

It is undoubtedly true that men can hypnotize other men. Hypnotism is an established scientific fact. It is even more true that a man can hypnotize himself. He can raise or lower at will the barometer of his own belief, his own confidence, his own enthusiasm. It is entirely within his power to decide whether he shall be afraid of the prospect—whether he shall back and fill and flounder and wabble in the presence of the pros-

pect—whether he shall be ready to take to the woods at the least sign of opposition, or whether he shall stand in the presence of the prospect with quiet conscientiousness of strength and power.

The salesman's power depends largely upon his mental attitude, and his mental attitude is absolutely dependent upon his thoughts. If he resolutely shuts out from his mind all depressing thoughts—if he sweeps out all doubts and weak-kneed, half-hearted ideas as a careful housewife sweeps rubbish out of a chamber—if he opens his mental doors wide to let in the sunshine-belief in the value and salableness of his goods, the prestige and reputation of his company, the justice of his price, the superiority of his proposition over the propositions of competitors—if he fills his mind and heart with strong, manly thoughts and convictions—then he is bound to make sales.

Enthusiasm—belief—earnestness have hypnotic power over the minds of men. Peter the Hermit swept half the population of Europe eastward across a continent to Palestine during the "Crusades" by the contagion of his enthusiasm. Men stand up on their hind legs and yell in political meetings when the orator becomes so earnest that he pounds the table. Customers give orders that they never meant to give when subjected to the white heat of a loyal, earnest, tactfully-presented salesman's belief in his goods, his house and his prices.

How can the salesman induce this earnest feeling in himself:

The basis of all feeling is knowledge. It is our thoughts that depress or exalt us. The idea in our minds determines the feeling in our hearts.

Let the salesman continually keep before his mind the good points of his proposition. Let him persistently drive out all conflicting thoughts as if they were the contagion of the plague.

One of the best salesmen the writer ever knew got up what he called his catechism. He used to put himself through it every morning before starting out. Oftentimes he repeated it aloud if he had the opportunity. The questions he would repeat in a quiet tone, but the answers he would pronounce with all the earnestness of which he was capable.

His catechism ran somewhat as follows:

Am I working for a good house? YES.

Has my house the reputation and prestige of being one of the best in its line? YES.

Have we made hundreds of thousands of sales like the sales I am going to make to-day? YES.

Have we an enormous body of satisfied users? YES.

Am I selling the best goods of the kind made anywhere in the world? YES.

Is the price I am asking a fair one? YES.

Do the men I am going to call on need the article I am selling? YES.

Do they realize that now? NO.

Will they all want to buy when they first see me? NO.

Is that the very reason I am going to call on them—because at present they don't want my goods, and haven't yet bought them? YES.

Am I justified in asking a "prospect's" time and attention to present my proposition? BY ALL THE POWERS, YES.

Am I going to get into the office of every man that I call on, if there is any earthly way to do it? YES.

Am I going to sell every man I call on to-day? YOU BET I AM.

The writer cannot remember this salesman's catechism literally, but the above questions will give some idea of it. The point is that this star salesman realized he couldn't make big sales unless he had the right mental attitude, and his morning catechism was the means by which he got himself into the attitude.

He could not have adopted a wiser custom. The man in the factory is working with machinery, the man in the office is working with stationery and books; but the material with which and upon which the salesman is working is human nature. Human nature ordinarily is stiff and brittle and unyielding material, but it can be made as yielding as wax or plaster, if treated with an application of strong human earnestness, belief and enthusiasm.

Sell yourself first, Mr. Salesman. If you haven't sold yourself—if you don't keep yourself perpetually sold—you never can sell anyone else. Keep your mind full of the right thoughts about your goods, your prices, your house. That's the only way to make other people think those thoughts.

THE APPROACH

THE USES OF AUTO-SUGGESTION

BY F. P. O'BRIEN

Mgr. County Dept., Chicago Branch, Parke Davis & Co.

"Is my customer in the mood for business this morning—does he feel like buying?" This is the question that a salesman always asks himself when he approaches his customer's door, and he attaches more immediate importance to that question than anything else.

If the prospect is out of humor, the first effort of the salesman is to restore his good humor again, if possible. Otherwise, the most convincing selling talk is likely to fail to close the order. This goes to show how much the *customer's* state of mind has to do with getting business. There is another consideration which has more importance than this, even—a consideration which a great many salesmen ignore—that is, their own state of mind when they set out to make a sale. Before asking himself whether his customer is in a good mood for business the salesman should inquire into his own mood. Perfect readiness implies a degree of eagerness.

A salesman should not only *seem* to be full of his subject, eager and interested, while in his cus-

tomer's presence; but he should really be so, if he is to do the best work of which he is capable.

Certainly it would not do to let the customer see that you were anxious about the outcome of the call, or not confident with regard to yourself and your proposition; but while some men conceal such feelings skilfully from the eyes of the prospect they are well aware that apprehensions of failure, ideas of their own shortcomings or of the customer's unpreparedness are running a riot in their own minds and stimulating the imagination to all sorts of uncomfortable conjectures.

A clever salesman can, of course, disguise such feelings, and while he is talking with the customer, keep up an appearance of being entirely master of the situation.

But this involves a tax on his mental powers which takes some of his attention off his work. Besides, it prevents his being really enthusiastic—and affected enthusiasm, no matter how genuine it appears, is not likely to communicate itself to others.

Some men believe that the "ups and downs" of their work—the uncertainties and set-backs that are unavoidable in selling—make it practically impossible to keep in a tranquil, resolute frame of mind *invariably.*

Others admit that they are occasionally depressed and worried to the point where it is hard to get business, and tell you that there is no help

for it—that it is their "natural disposition" to indulge in the "blues."

Both are wrong, and in the way of losing orders on account of it.

No matter how hard a proposition a salesman has to put before the public—no matter how many discouragements he meets, it is possible to keep in the right frame of mind for making sales, if he knows how to do it.

A man can, by the right sort of effort, overcome an inborn tendency to worry or to lack self-confidence.

Most people when they know themselves to be in an unfit state of mind simply struggle against showing external evidences of the fact. They think that if they conceal it, it does not interfere with business. But it does, as has been explained above.

The only sensible course is to try to master the ill-feelings themselves—instead of trying to prevent them from becoming evident, or to control their effects.

No one need be a very learned student of psychology in order to have some working knowledge of auto-suggestion. This principle makes it possible for a man to enlarge his mental capacity by keeping his mind free from apprehension, doubts, rancor, etc.—which otherwise would make it hard for his mind to do its best work just as a case of indigestion or a rheumatic back makes it hard for the body to do its work.

Auto-suggestion means forcing one's own mind to hold certain ideas and groups of ideas, as a substitute for those of an opposite nature to which it habitually inclines. If left to take its own course the mind of a despondent man will originate only miserable images—he pictures himself growing old and feeble, losing his money, failing in everything he undertakes, coming at last to an almshouse, etc. These ideas are the children of the objective mind, which reasons, and is governed by the will. Now there is a close relation between the objective mind and the subjective or subconscious mind—which governs a man's involuntary actions, controls his nervous apparatus, and dictates the emotions and feelings of the man. The subjective is accustomed to patterning after the objective—so that if a man allows himself to think angry thoughts, he will double his fist involuntarily for a blow, even though the object of his anger is out of reach and he has no *intention* of striking. Or if he thinks of some engagement which is pleasant and which he wishes were nearer, he will unconsciously quicken his step, even though there is no occasion for hurry.

It is plain that the man who thinks always of failure and ruin will suffer some sort of consequence from the effect of his thoughts on his subconscious self; he will get the stoop and shuffle of an almshouse inmate, his voice will take on a whine, and he will lose the power of initiative

which only the man who believes in himself and his own success, possesses.

But if the despondent man were to exert his will power to keep only cheerful, optimistic images in mind—if he were to force himself to think of wealth and power and success as belonging to him—not, of course, *believing* he already possesses them when that is untrue—he would not only begin to have the air and bearing of a successful man, but he would also develop the resourcefulness which is characteristic of successful men. This resourcefulness would soon put success within his reach.

Salesmen can better their work by using the same process, auto-suggestion.

Don't give any room to thoughts like these—"Probably there isn't any business in this town. I don't expect to make a sale here," or "Like enough my customer has already bought, and so won't listen to me," or "So and so is a stupid numbskull. No use trying to convince him, but I'll have to make the attempt."

These ideas in some subtle manner are sure to affect your work; you will unconsciously conform your effort to them in some particular, no matter how careful you may be not to do so.

Get into the humor for selling and prepare to use your talents to their utmost extent, by suggesting to yourself a warm reception from the customer, a willing acceptance of your proposition, and a *signed order.*

Your mind, of course, has not the power to remove material obstacles—all the thinking you can do won't alter the facts in the case if the prospect has already bought, or has gone into bankruptcy or has absolutely decided against you. In entertaining ideas of success it is not good business to deceive yourself with the belief that there is no possibility of your failure. But a great deal can be accomplished by thinking more of the possibilities of success; by getting in line with the conditions that bring success.

If your customer is unreasonable, don't hold an idea of his unreasonableness in your mind while you talk to him; draft a mental picture of the same man acknowledging that you are right, and reaching for your order book.

THE MIND AS A MAGNET

BY W. D. MOODY

Sales Mgr. Gage Bros. & Co.

Half the pleasure in making a big success lies in knowing just how it is accomplished—in being able to say: "I used this or that chance to good advantage;" "I should have failed if I had not known just how and when to apply this faculty or that talent, as the case required—how glad I am that I understand myself and my work and can use what accomplishments I have intelligently."

But a good many men lose half the pleasure of their successes. All they know is that they have worked hard and done their best—and "as luck would have it," everything has prospered. They are satisfied with the material results so that it does not occur to them to find out specifically to what powers within themselves these results can be attributed.

If you were to ask them by what steps they had developed into "geniuses" they would have to answer like Topsy that they 'jes' growed." Or perhaps they would privately agree with you if you called them "born salesmen." It would be more satisfying to know just what qualities, al-

leged to have been born in a man, operate in assuring the success of everything he undertakes.

Any salesman who seriously hopes to improve his work must sometimes weigh very carefully the mental conditions that tend to make him either a success or a failure. If he is at all thoughtful he attaches more importance to this process than he does to the weighing of external conditions, such as labor troubles, a shortage in crops, rumors of war, etc.

He knows that the laws that govern the mind's action have a more direct bearing on results of his work as a salesman than foreign complications and the stringency in trade conditions described as "hard times."

Practical psychology is a mighty motive power in business getting, and is receiving marked attention on the part of thinking men in various walks of business life.

Selling goods is not physical work—it is brain work. When two men go into the forest to chop trees, the one who will have the most to show for his labor is he who has the best muscular development and the best training in the use of his muscles. When two men are competing in the world of salesmanship, the one who succeeds is the one whose mind is the best equipped and trained for the business. It is neither well equipped nor well trained unless it understands itself and the laws which govern it.

From a business standpoint, the most important

self-knowledge is the discernment of one's powers and the possibilities of their development.

One of the greatest of these is the power of attraction. Some men have the faculty of easily winning consent, from the majority of their acquaintances, at least, to almost anything they propose. The test of this quality is not in their logic —in the arguments and reasons with which they are equipped—but in the impulse which the listener feels to agree to the proposition that has been advanced before hearing all the evidence which he would usually require before making up his mind.

Some years ago a remarkable demonstration along this line occurred in the city of Chicago, when from some previously unheard of western town there came an unknown congressman as a delegate to a national political convention. In him this power had reached a wonderful degree of development. It had an irrisistible effect on most of the people who heard him.

He did not have to force the acceptance of his views on the convention—the convention's acceptance was a matter of course so soon as he claimed its attention; the man from the west sprang into leadership by acclamation; he received unanimous nomination for the presidency of the United States, putting all other candidates entirely out of the race.

People who are inclined to be religious speak of the "soul power" which gives its possessor

some measure of control over others. We hear of ministers and missionary workers who are practically masters of whole communities. Sometimes they are opposed and even persecuted when they begin their work, but end by commanding the docile obedience of the persons who at the start made trouble. People of a scientific turn of mind describe the same quality as "psychic force."

The important thing is not the name given to such an agency as that which enables a man to make others see a fact as he sees it, want to do as he wants them to do, and accept his point of view as their own. The vital question is whether or not it can be used by salesmen as a means for increasing the volume of their orders.

Some salesmen have demonstrated that this can be done. They seldom hear a refusal. Customers who are prejudiced and obdurate forget their natural combativeness when a salesman of the type we are describing, appears. He gets their order, sometimes without any argument at all and almost always without any difficulty or waste of time.

It seems natural that everybody should agree with him, accept the ideas he advances and do very nearly what he wants them to do.

Either consciously or unconsciously he is exercising what has been variously described as "soul power," "psychic force" and "personal magnetism."

There is no doubt that the power of attraction which gives one man ascendancy over others can be cultivated by any one who is sufficiently persistent and painstaking in the effort.

Psychologists have not given us any formula for developing this quality.

Any one who is interested, however, can suggest ways and means for himself which will help towards the desired end.

The first step toward accomplishment in this direction is a careful study of the successful men who are described as "born" salesmen, and who get their results by exercising this practical, if rather indefinitely known, mental force.

It will be found that all men of this type are very much in earnest. The intensity of their earnestness is a magnetic attraction.

Their minds are filled with one great, superlative idea—success in whatever undertaking they have in hand.

Their earnestness cannot fail to have its effect on every prospective customer with whom they come in contact. Besides its direct effect upon the man addressed, the quality of earnestness in the salesman has also an immediate effect upon himself in increasing his powers of reasoning and self-expression. By stimulating these powers, and through their agency, it has also an indirect effect upon the customer.

Among people who live much alone, whose labor exercises their muscles and not their brains, a

common phenomenon is observed which is significant in this connection. We are all familiar with cases where an ignorant, stolid fellow, ordinarily incapable of expressing himself in speech very well, has suddenly found himself gifted with eloquence at some emotional crisis in life—eloquence not the less splendid and powerful because of grammatical inaccuracies.

When this happens the mind of the speaker has swept aside, by the very force of earnestness, the limitations which hampered it in ordinary intercourse:

The same principle accounts for a man's ability to improvise means of escape from great and sudden danger, which would have been entirely beyond his ingenuity at other times.

The second step towards gaining the end in view is for the salesman to put himself so far as possible in entire harmony with all the conditions under which he works. To do this, his relations with his house should be candid and agreeable—there should be no ranking remembrances of differences which he may have had with his manager or others in the house. He should have absolute faith in the product he is selling; he should feel in entire sympathy with every prospective customer with whom he talks.

This fact is a most important matter. Some salesmen seem to think that it is sufficient if they preserve the outward forms of courtesy and pa-

tience and consideration in dealing with a trying customer.

Perhaps the customer's objections are ridiculous because of his ignorance, and prejudiced because of his narrow-mindedness. It is necessary to get down to first principles and improve upon his education before he can form any conception of the value of what is offered him. The salesman who is not genuinely in earnest will hate this slow and tedious process. He will talk in the kindest possible manner to his customer, of course, but mentally he will be calling the man a fool and wondering how such an antiquated specimen managed to survive the flood. The customer, of course, hears what the salesman says and does not know what the salesman is thinking. Still, he is very likely to be affected by the negative thoughts in the salesman's mind. If he gives his order at all it is because he has either been beaten in argument or made to feel ashamed of his own conversation. It is certain that he has not been influenced by the power of attraction.

The salesman who is really in earnest would undertake the same task without any mental reservation. This at least would leave his mind free to devise ways and means by which his prospect might be enlightened. He would have a quicker insight into the circumstances that govern the case. A mutual understanding and appreciation would be established, such as exist when two persons are said to be en rapport—a very neces-

sary condition before one mind can exercise any attraction over another.

No one should confuse the mental action described here with hypnotism, or anything of that sort. It is not recommended to make an attack on the will power of a customer; for that is neither fair play nor practical business. One can, however, develop a power to arouse the interest and good will of others so that they will sometimes do voluntarily what a hypnotist seeks to make them do involuntarily. Such power, when acquired, assures some measure of success at least.

HOW TO BANISH FEAR

THE ROYAL SCROLL REVIEW

The solicitor is a victim of fear more often than any other kind of worker. If he does not take an order at certain frequent intervals just when he has planned to do so, he begins to worry; and worry is a synonym of fear—a fear of failure. Should a few days pass by without orders his fear increases to a panic and he rapidly loses self-control. He cannot plan or execute intelligently because he has neither hope nor confidence. He runs over his list of prospective customers, weighs the evidence for and against each one, and dismisses them as impossible. He dwells upon the probability of his being a fiasco in the business, and makes no collected effort to solicit. Every moment thus spent in conjuring up visions of defeat is a wasted opportunity; and one can as well afford to waste dollars as opportunities. If he does not recover from this state he becomes an idler and sooner or later meets with the ruin he dreads.

It is a fact that nine out of every ten solicitors never acquire the composure and equilibrium of feeling which are common to the routine or salaried worker. They are depressed and made anx-

ious by the fluctuations of their business, the disappointments, irregularities and apparent lawlessness of their world. And these anxieties cause the solicitor to lose much valuable time. When he has worried himself about sick because of his lack of success he finally resigns temporarily under the impression that he needs rest and recreation. The fact is, however, that soliciting in itself is no more destructive of brain tissue than bookkeeping. A bookkeeper works eight hours per day, six days per week, and does it every week in the year, and why should not the solicitor? The reason is because he is often worn by fear and anxiety.

The practical question then is, "What is the cause of fear and how may it be overcome?" The cause is soon disposed of. The agent fears because he sets his mind exclusively upon results. He should learn to take more interest in his work for its own sake. By doing this he will not only fortify himself against disappointments, but he will accomplish his main purpose more easily by improving the quality and effectiveness of his canvass. If an artist in painting a picture should set his whole heart upon the money he was to receive and despised his work it is obvious that he could not avoid slighting it. And if he slighted it he would simply cheat himself out of the prize for which he was striving. Some solicitors do a vast deal of slighting of their work. The solicitor who is original in his methods is worth much, even if he does not discover absolutely new arguments;

but he can apply the old arguments in fresher ways. The fundamental qualities of fabrics have not been improved for centuries, but every year or every few months the style and designs are changed and thus we are relieved of a great deal of monotony. And so we need change in style of arguments. How are we to get this new style of argument? The only way the solicitor can get it is deliberately to sit down and try. And the way for the solicitor to try is to select some particular customer whom he has failed to sell and write out a special and particular reason why he should have purchased. This after-talk should be kept for study and revision from time to time. Then take up and work out a second and third and innumerable canvasses and after-talks.

What most solicitors need is more head work and less plodding. Every agent has interesting experiences every day, but they seem to him so unimportant that he takes no account of them. He should notice them carefully and try to make use of them. He can make much or little of them as he wills.

TO THINK OF BEFORE YOU START OUT

BY E. M. BELSHE

Secretary Chicago Portrait Co.

The salesman should make his approach with confidence and cheerfulness, stepping in a brisk and lively manner. Much depends upon the prompting of this attitude—if it is not real the fact will be transparent. Enthusiasm and interest in his business and standard of production should inspire so genuine a briskness that no special attention need be given to cultivating it. Instead, his attention should be given to observance of all the prospects and what arguments may be of interest to them; his purpose is to please, not to irritate. Courtesy is invaluable—not just when a man feels like it but at all times and to all people. "To be humble to superiors is duty; to equals, courtesy; to inferiors, nobleness." The man who is courteous only to his superiors, or at such times as he is on his good behavior, is dealing in the manufactured article; assumed courtesy is as repellent as inborn courtesy is persuasive. A man should, therefore, practice courtesy to everybody until it is instinctive with him. Avoid gossiping about a customer's neighbors, even though the customer indulges in such a pastime; never abuse any one, least of all a competitor—this is a confession of weakness.

After securing an audience the salesman must next procure a friendly consideration of the subject of his business. He should not display his samples at the beginning of his canvass; delay in exhibiting them will whet the prospective customer's curiosity, during which time he may determine his attitude. Many people are prejudiced against solicitors—he must remove this prejudice. If he launches into his subject without feeling his way he will often defeat the object of his visit; if he finds the customer has been the victim of a faker, or goods have been ordered which were not satisfactory, he must prove to them that neither he nor his company is responsible for the actions of others. In every line of business the people are offered numerous opportunities to purchase, and they are going to buy from the one who, in their estimation, is the most reliable. Our salesman must prove himself so, not by advertising his honesty—for the honest man has no occasion to become impatient in his desire to make it known—but by referring to a list of satisfied customers who have been buying of this company for years. The many excuses are feared only by weak salesmen.

A good salesman works on quality; a poor one on prices. Samples are a detriment in the hands of a poor salesman. He cannot get others to see more than two-thirds of what he sees and feels in the value of his goods. Most people have a hobby —a wideawake salesman will cater to it; he will

qualify himself to converse intelligently on the subject of interest to his customer. To do this advantageously requires the use of his best judgment; he must know when to change the subject.

When our salesman is presentable and genuinely courteous he is entitled to the courteous consideration of the public.

If the prospective customer appears indifferent to his proposition, the salesman makes it a secondary consideration, his success in supplanting *his* subject of interest for the customer's depending upon his good judgment in reading his customer, in which process he has been aided by studying the surroundings on his approach. He reviews his samples in preparation of every trip, and if he fails to discover new qualities he is not doing himself justice by getting into the best frame of mind for the day's work.

In addition to this constant preparation, if he bears in mind that people are all very much alike the world over, that they can be handled if they are treated politely, that everybody is imbued with more or less common sense, and that a proposition to put to a person in a good, straightforward, common-sense manner will win more quickly than more seemingly clever methods, then he is pursuing the right course; he studiously avoids anything that borders on the deservedly censured "spiel" order. We want all men representing us to eliminate every trace of fakirism.

IMPORTANCE OF THE FIRST IMPRESSION

BY G. M. M'RAY
Vice Pres. Edson Keith & Co.

When a salesman makes his first call on any dealer he should be armed with the information as to whether that dealer has had any previous business relations with his house, and whether such relations prospered and were satisfactory to the dealer.

If such has been the case, his first introduction should be the mentioning of his firm's name—particularly if it is a firm which has a substantial reputation for the quality of its goods and the fairness of its methods.

If the salesman is representing a firm which he has reason to think is unknown to his dealer; or if previous business relations between that dealer and his firm have not been entirely satisfactory, he will do well to introduce himself and the peculiar attractions of his proposition before mentioning the firm's name. By doing so there is a chance of his making such a favorable impression that the dealer will forget his disinclination to do business with an unknown house, or with one

against which he has, in the past, had some grievance, imaginary or otherwise.

Whether or not the salesman makes a good first impression depends upon many little tactical points, which in themselves may seem trivial but have a great importance in relation to their bearing on the *order*.

It is important to know what manner to adopt in talking to different types of men.

A salesman can succeed in making an impression upon any man by showing that he has an equal amount of assertiveness, and that he is just as confident of his right to offer his goods as the customer is confident of his right to decline them; that he values his time just as highly and has as strong a will and as strong a purpose of his own.

If the salesman doesn't lose his temper or fail to be as courteous as he is determined, he has an immense advantage over any angry and blustering opponent.

There are suave, easy-tempered men who are always polite and indifferent and who are inclined to take a cynical view. With such men suavity and glibness fail to make any impression whatever. Bluntness and forcefulness are necessary to shake them out of their professional apathy. They will respond to a salesman's enthusiasm when it is genuine and when it is backed up by logic, when logic without enthusiasm would fail.

There are, of course, many other types of cus-

tomers, and the salesman must learn to adapt himself to each.

In selling millinery, rather peculiar conditions exist which require special adroitness on the salesman's part. A great many of his customers, even though they may have handled millinery at a profit for many years, are practically ignorant concerning that department of their business. If they run a general store or a department store they have gained a more or less shrewd knowledge of other staple lines, and feel themselves a match for any salesman when it comes to discussing the relative merits of different lines of dress goods, shoes, fancy groceries, etc. But millinery has remained more or less a mystery to them. It is this that puts the salesman in a delicate position. He knows that his customer is aware of being comparatively inexperienced and would be quick to resent the salesman's taking the slightest advantage of his inexperience. While he wants the benefit of the salesman's advice, he dislikes acknowledging his dependence upon it.

The salesman who realizes this and succeeds in making the dealer feel that he (the salesman) can safely be trusted with the responsibility of deciding on the extent of the order and the items that shall comprise it, gains at once a permanent customer. He becomes invaluable to his house, for the simple reason that his services are recognized as invaluable by customers of his house.

BURROUGHS ADDING MACHINE CO. METHODS OF APPROACH

BY E. E. FOWLER

Sales Agent Burroughs Adding Machine Co.

There are three steps in a sale, especially in the sale of a specialty. They are first, the approach; second, the demonstration; and, third, closing the sale or getting the order.

Too much stress cannot be laid on the importance of the approach. The first approaches of a young salesman are an ordeal which he never forgets in after life. That is because few beginners are able to make good approaches, and faulty approaches always result in hard experiences.

The object of an approach is to make a good impression and secure a fair hearing. The first impression that a possible customer gets of a salesman is an impression of his appearance. He sees the salesman before he hears him speak, and consciously, or unconsciously, forms an immediate opinion of him. If that opinion is unfavorable, the salesman has just so much handicap to overcome before he can make any further progress. And this handicap is absolutely and entirely of the salesman's own creation. He has deliberately put

an obstacle in his own path by permitting himself to make a bad appearance.

Remember, Mr. Salesman, that a good appearance pays better in your profession than in any other on earth. Never call upon a possible customer wearing unbrushed clothes, soiled linen or dirty shoes. Never permit yourself to start out in the morning unshaven. An observance of these rules costs you almost nothing, and has a direct unavoidable effect upon your chances of making a sale.

The second impression that a customer gets of you is an impression of your bearing and manner.

A salesman should be quiet, self-controlled, courteous. Never act as if you were in a hurry, and wanted to rush things. You don't intend to waste any time—you mean to get right to the point, but you are going to do it decently like a gentleman.

Enter quietly. Don't seem to take possession of the office merely because you've been let in the door. Have the manner of awaiting the customer's convenience, not because you are afraid of him—not because you do not respect yourself and your errand as much as you respect him, but because you want to make a good impression on him, and that's the way to do it.

The quieter and better-mannered you are, the more he will believe in you and your power, the harder it will be for him to rebuff you. A customer feels free to turn down an ill-bred caller;

he finds it hard to refuse a patient hearing to a caller who is patently a gentleman.

Always greet the customer by his name. If he shakes hands with you you have gained a great point. Don't force him to if you see plainly that he doesn't want to. To make him want to is high art in salesmanship.

The minute you get into an office begin to study your man. Experience will teach you to size him up quickly. Form an impression of him from your observations and what you have heard of him. If you are a good salesman you have learned more or less about him before approaching him. Use this information now in sizing him up as he walks toward you or you approach him. Observe his mood and prepare to suit yourself to it.

Introduce yourself to him. Never hand a man a card at the moment of approach. It takes his attention from you and transfers it to a piece of pasteboard. Tell him who you are and why you have called to see him. Get to the point of your business quickly. Don't waste time sparring around.

It is a good thing in making an approach to use some bit of knowledge you may have picked up about the customer's business or needs, or some point of observation gained since your entrance. The customer is always interested in his own business. Often a tactful reference will draw a reply from him the very first thing that will give you an opening. No matter what you may say

to him by way of introduction he is going to make some reply, AND IT IS WHAT YOU SAY IN ANSWER TO THIS REMARK THAT DETERMINES WHETHER YOU ARE GOING TO HAVE AN INTERVIEW WITH HIM AND A CHANCE TO LAND HIM.

Right here is the point where you concentrate all your skill, experience and tact. The customer's remark may be one of a hundred things—a statement that he is busy—that he has no interest in your proposition—that he has no use for your product—that he is already provided for in your line. Or it may be a specific objection to your product or your house.

There is some one thing for you to say in answer that is better than anything else. There is some best answer to every discouraging statement, objection or rebuff you ever meet. *Never rest till you learn it.* Think it up—reason it out—ask other salesmen in your line, be on the lookout for it in everything you read and hear and observe. Experience will teach it to you. Learn the best possible reply to every set back a customer can give you.

Meet that rebuff with the best answer you can. See if it gives you an opening—if it does take advantage of it instantly. If it doesn't try to make an opening. You believe the thing you are selling would be of advantage to the man you are interviewing. Why do you think so? Tell him why. Speak of some specific need in his business.

State some definite specific strongly attractive feature of the thing you are selling. Get away from general statements and down to specific, bed rock consideration just as quickly as you can. Yet all the time maintain your quiet air of courteous deference to the customer. Don't try to rush him. Be in earnest; be strong and firm in your manner—but try to make an impression on your man with logic, with ideas, not with mere blundering persistence.

The minute you get into a discussion with your man you've won your case, so far as your approach is concerned. You are beyond the approach—you are launched into the demonstration.

TACTICS IN INTRODUCING YOURSELF

BY A. B. HENDRICKS

The first point in approaching a customer is, to look like a gentleman, act like a man, and *catch his interest* at *the first possible moment* with some *telling, specific, definite point*—avoid general talk—get down to *hard pan* as soon as you can.

Disarm his mind at the outset of the idea that you are trying to force him to buy something he doesn't want. Your point is, that you can tell him in five minutes about an improvement in his business system that will save him time, labor, trouble and money—and which, therefore, he will himself be interested in as a good business man.

Of course, you cannot always use the same approach. You ought to know six or eight clever approaches that you can draw on. Which of these you use will depend on the man you are dealing with, the degree of your acquaintance with him, his importance, the size of his business, etc., etc. You must size him up carefully and use tact in talking to him. Make use, also, of anything which you may know about his business—any little point you may have noticed as you came in—it will often start a conversation well.

THE FIRST FIVE MINUTES

BY JOHN NELSON

District Manager National Cash Register Co.

The first five minutes of a salesman's first interview with a possible customer means more than can be estimated. More sales are lost during the first five minutes than at any other time.

Why?

Because salesmen do not pay enough attention to the proper way of approaching a probable purchaser.

The following suggestions may help you:

First. Never go in and ask if the "proprietor" is in, or go up to a man and say, "Are you the proprietor?" If you do not know his name before entering his store, go to his neighbor or someone else and find out. When you enter his store, go up to the man you think is the proprietor and ask him, "Are you Mr. Smith?"

Second. Every man likes to be addressed by his name, and wants to hear it pronounced correctly.

Third. Do not approach a man if he is very busy, as you may antagonize him. Wait until he is through, and then it is well to preface your

remarks by stating that you see he is very busy, and that you only want a few minutes of his time.

Fourth. Do not rush in ahead of another traveling man, but wait your turn, unless you have an engagement with a man at a certain time, and that time has arrived. This is a courtesy due from one salesman to another, and if you do not observe this rule, the salesman whom you have offended may do you harm in the sale.

Fifth. We believe too many men talk too much around the point, instead of giving the man a straightforward talk on why they are there and why he should be interested.

Sixth. Pay more attention to the question of approaching a storekeeper. When you go out of the store and have not secured an appointment, ask yourself the question, "What was wrong with my approach?" just as you ask yourself after the demonstration, "Why didn't I sell him?"

When you are calling for the first time on a possible purchaser, and have secured an audience, remember that the point at which to begin talking is the point at which the prospect is ready to begin.

Sound the state of his mind, listen to all he has to say, and get his entire story. This will enable you to lay out your campaign for the order. Sympathize with him, and remember that he, not you, is the man who has to sign the order.

The salesman who would succeed must carry in his very presence an air of assurance. Mer-

chants admire a confident salesman. It is the balanced and confident salesman who generally gets the order, not the one who goes about his demonstration as if he did not himself believe that he could get the order if he had a chance.

FIRST INTERVIEW POINTERS

BY THE KEYSTONE VIEW CO.

When entering a business place, you should go in, first feeling that you have a right there, provided in all things you act the gentleman, and secondly, you should feel that nobody has a right to treat you discourteously. One hundred per cent of the business men depend for their bread and butter upon what they sell, and in heavier work, fifty per cent, or more, of the men whom you approach depend for their livelihood upon the success of their men in the field. No one has a right to be discourteous or cross because you approach to sell him something.

As we said at first, almost everything depends upon the favorable first impression. Be respectful, cheerful, earnest, enthusiastic, and business-like. Present your card if you have one (a neat up-to-date business card takes with a business man), and tell him whom you represent, and what you came for, and if he is at leisure, ask him for a moment of his time. If he is very busy and cannot see you, tell him that you do not care to take his time then, but want him to see what you have at some time when he is not so busy. If he asks you what you have, tell him you prefer to wait

until he can take a few moments to examine your goods. And always appoint a time when you will return. If the first time you set (say 4 this p.m.), does not meet his approval, set another (say 8 in the morning). It would be well before leaving your man incidentally to give him the principal people who have already given you their orders. This will cause him to feel that you have something that certainly is worth a few moments of his time at least.

BRUNSWICK-BALKE-COLLENDER CO. METHODS

BY H. F. DAVENPORT
Gen. Mgr. Brunswick-Balke-Collender Co.

When a salesman enters a man's business office and opens conversation with this remark: "Good morning, sir. Are you busy?" he is showing himself ignorant of the first principles of salesmanship.

Yet, this is a common way of "breaking the ice" in the selling world. A great many salesmen see no more harm in it than they would in opening a social chat with a comment on the weather.

The harm lies in the inference which the business man is bound to draw. Asking him if he is busy implies that you are willing to wait until he is not busy before you begin your selling talk. Therefore, he reasons, your business with him is not so important but that it can wait indefinitely—and is worthy of his attention only when he has nothing else to think about.

The business man has come down to his office in the morning, wondering how he is going to find time to do the thousand and one things that are waiting for him to do. Duties are crowding upon

his attention at every moment in the day. Imagine then what he must think of the salesman who breaks in upon him with the humble deprecating query, "Are you busy?" Did any one ever hear a *business man* answer that question with a negative? Can the salesman be found who has ever heard such a reply as this: "No, I am not at all busy; I have nothing to do for a while. Come right in and use as much of my time as you want to. It will be a relief to have something to occupy my attention."

There are a great many salesmen—they are either very inexperienced or else have had an unsuccessful experience—who need to be told that it is bad policy to ask a man whether or not he is busy.

It is difficult to suggest the exact words a salesman should utter when he makes his approach. The time, the place, the kind of a person with whom he is talking, and the nature of his own proposition must govern his choice of words. But, whatever the remark may be, it should, inferentially, convey this idea:

"You are a busy man, but so am I. The work you have planned to do in the next five minutes is important, and you are eager to get at it; but my proposition is more important to you as well as to me, and when you hear what it is you will be as eager to listen to me as you are now to go ahead with the work you had planned to do."

There is another stumbling block over which

the man who asks "Are you busy?" is likely to fall and of which he needs to be warned. It is the habit of apologizing for, and explaining the reasons of, his second call on a prospect after that prospect has once definitely turned him down.

It is not at all improbable that a salesman may make four calls on a certain prospect in one day; be turned down on each of the first three occasions and land the customer's order when he calls the fourth time.

But in order to do this the salesman must feel that there is nothing unwarrantable or "cheeky" in his perseverance—as indeed there is not, if he is a salesman with the interest of his business at heart.

But a great many salesmen feel that they must apologize for daring to possess the nerve which is a natural prerequisite in a man. Suppose that such a salesman calls on his customer, Mr. Jones, at nine o'clock in the morning, and is testily told that Mr. Jones has no use for him, wouldn't take the product he is selling as a gift, and only wants to be let alone. The salesman leaves to the accompaniment of a banged door, perhaps, and at eleven o'clock goes around to try a second time to get a hearing with Jones. He begins by telling Mr. Jones that he is sorry to have timed his first call at an inopportune moment—that he thinks Mr. Jones did not quite understand the nature of

his errand; perhaps confused him with a salesman from another house, etc.

All this is intended to soften the customer's wrath and put him under an obligation to show good nature. But the method fails to accomplish his end. In the first place, the customer hates being shoved into a position where he is obliged either to be good natured or else feel that he is not doing the decent thing. In the second place, he has not the slightest interest in the salesman's first call as a subject of conversation, and he is naturally opposed to having his mind taken off business to discuss what he considers irrelevant. In the third place, he may have been ill-tempered when the salesman called at nine o'clock owing to some tangle or unpleasantness in his own affairs which has since been straightened out and forgotten. The reference to the first visit brings up a vivid recollection, first of the ill-temper which he showed, and second of the causes of his ill-temper. It forces into his mind again the shipment that went wrong, or the old customer that went over to competitor, or the note that had to be paid; he reviews all the circumstances and his wrath breaks out anew.

It stands to reason that the salesman should not do or say anything that may remind the customer of his having already heard the proposition and declined to consider it.

The best policy is for the salesman to act on each occasion as if he had not received any turn-

down and believes that the prospect will be glad to see him. It takes "nerve" to be persistent in this manner—but "nerve" is only another name for enterprise and determination. There is no reproach in the epithet "nervy" so long as a man uses his nerve to further his legitimate business purposes.

READING THE BUYER

BY S. G. ELBON

Purchasing Agent National Concrete Machinery Co.

The word "buyer" as used in salesmanship means the one to whom is intrusted the purchasing of stock, supplies, etc. The buyer is generally called "purchasing agent" in all engineering establishments.

It is often said that the house buyer or purchasing agent has the requirements of his work down to a finer point than does the salesman—that he is the better man, in fact. This misapprehension comes from the fact that the buyer occupies a strategic point in his dealings with the salesman. Buying can be done in many markets. Competition is always held before the salesman as a means of getting better terms. The buyer not only quotes competition, but simulates indifference. The salesman is in the position of an attacking force.

Then, too, the buyer is working more from exact data than the salesman. The want book or want cards show what supplies or additions to stock are needed. The salesman does not possess this information, but has to find it out, often by diplomacy.

Any salesman who wishes to be successful must study the buyer's surroundings, as well as the man himself. That is to say, he must not be influenced only by the personal characteristics which the buyer shows. Both in and out of business a man is constantly showing eccentricities or biases of opinion, by his manner, speech, pose—and by other easily read signs. What sometimes throws the salesman off the track is the fact that a buyer may possess a certain characteristic and yet act at seeming variance to what may be called his "readable signs."

As an instance; here is a broad man, bearing and carrying himself as betokens a most generous nature, evidencing in his ways and speech great liberality, and yet who in his treatment of the salesman approaches narrowness or niggardliness. The salesman who sizes up his buyer along the lines just mentioned, plans his selling talk accordingly and fails. He naturally credits the failure to his "sizeup" of the prospect, and as a result declares that he has no faith in any attempt to read a prospect's disposition.

All that is the matter is that a wrong premise has been taken from which to work; he should have remembered: First, that almost every buyer is obedient not to his own inclinations, but to the will of the man for whom he works, or to whom he must report. He is working to please him—to do his work so that it will be satisfactory to the man who checks him up; second, every

house important enough to maintain a buyer has influences which tend to turn a buyer's energies into the most efficient channels despite his natural characteristics or tendencies.

It must not be forgotten that the buyer has to "see the goods through;" that if they do not sell the goods remain in stock staring him in the face every day—a mute testimonial as to his inefficiency in buying. This alone is sufficient to put a check on the most sanguine buyer. His predominant characteristics are more than offset by the demands of his organization.

For these and other reasons it is advisable to build a selling talk partly upon sure knowledge of the buying organization as well as the buyer.

THE FIRST CALL ON A PROSPECT

BY C. P. HOMRINGHOUSE

Branch Manager The H. J. Heinz Co.

With a full understanding of his own responsibility, part of the salesman's success is won before he opens a customer's door. Such a salesman's manner is easy. The hearty hand-shake with which he greets his customer is not forced. He has an air of confidence which inspires confidence in turn, and his expression of interest in the customer's welfare is so frank and sincere that the feeling of confidence is strengthened. His every movement suggests energy, and when he speaks his earnestness carries conviction. But he is as good a listener as he is a talker. When his customer gives his views he listens—not with that patronizing attention which but thinly veils his wonder at the primitive ideas of the other man—but with a genuine sympathy which shows that he can grasp the viewpoint of his customer, however much he may differ from it. Once that common ground is established by his intelligent silence, the salesman's words will be more effective when again he assumes the talking end of the dialogue. He is not over-zealous. He does not show undue eagerness to make a sale, but he does

show that he believes in his goods and that he wants the dealer to enjoy the advantage of them. Indifference is just as bad as over-zealousness.

The wise salesman avoids both. The sale made and the merchant's signature obtained, the salesman's interest in the transaction or in the customer does not cease. He realizes that his obligations to the customer have really only begun. It is his duty to see that the goods are moved from the merchant's shelves, and he paves the way to future orders and closer relations by impressing the merchant with his intentions toward that end.

Finally, the salesman measures the length of his visit by the wish of the customer. The trained, wide-awake salesman recognizes the proper moment to retire without a word being said to indicate it. In all this successful man does there is an indefinable naturalness and spontaneousness which makes us wonder and admire. The needs of the moment are met as they arise—met so easily that we are reminded of the promptness with which a ship responds to the touch of the pilot's hand upon the wheel. The salesman must have this quick control of his resources or his ship will flounder hopelessly and better managed craft will pass him in the race. Much of his success lies not merely in what he knows, but in his ability to think of and do the right thing at the right time.

"In action," as the military men say, all the ease and naturalness of manner and readiness of

speech of the successful salesman are possible only because of previous preparation. He was at the very first honest with himself and his firm by recognizing frankly the obligation which his position places upon him. He knew that his firm would be known to many only through him. He recognized the necessity of cultivating himself up to the plane which would be creditable to his house. He appreciated the fact that the merit of the goods and the reputation of his firm for fair dealing would not avail if he did not properly introduce the goods and give the house a chance to prove itself reliable.

IMPORTANT TRIFLES

BY C. H. STODDARD

Western Representative Munsey's Magazine

Too much stress can not be laid upon the importance of diplomacy in all branches of salesmanship. The lack of this quality at a critical moment is likely to have a disastrous effect.

I knew a capable advertising man to lose a large contract recently through merely lighting a cigarette at the wrong moment. He had secured a final interview with his prospect and the latter had just about concluded to close for an extensive campaign. The prospect was himself a smoker, and would not have objected to the solicitor lighting a cigar—but cigarettes were his pet aversion.

This is only one of the numerous trifles that have an important bearing on results. I have known solicitors to lose good business through having talked too freely about their prospects' affairs; and a great many men to lose a great deal of business through one very common failure in tact, that is, the reminding of a business man of some favor done him. One of the wisest business men that I know remarked, "The man who does me a favor is my friend. When he reminds me of that favor, in the hope of getting business on the strength of it, he becomes my enemy."

GETTING THE PROSPECT INTERESTED

BY J. H. WILSON
Pres. The J. H. Wilson Time Recorder Co.

There are some good salesmen and conscientious workers who, in spite of their carefulness to make a good impression upon the customer, have some trifling fault in their method of which they themselves are not aware, but which is a real hindrance in business-getting.

One matter in particular that I have noticed time and again is the apparent unwillingness of the salesman to show his line. He may not be unwilling—on the contrary, he may wish very much to get the opportunity to show it—but because he fails to recognize the right moment to display his line it appears to the customer that he has some reluctance in doing so.

A busy man on being approached and asked the question, "Can I have a few moments of your time?" or, "Are you interested in a certain proposition?" dislikes to commit himself by saying, "Yes." He dislikes to give up the time necessary to go through a proposition that he thinks may have no interest for him. He wants to know, before he consents to listen, the nature of what he

is going to hear; and if the salesman has his catalogue matter, specimens or samples uncovered and lays them before the customer at the moment of introducing himself, the customer is likely to glance at them involuntarily and immediately to find something in which he is interested. In this case the chance for a sale is far greater than it would be if the catalog or samples were still in the salesman's pocket, or concealed by wrappings of some sort.

Something happened in our own office a few days ago which illustrates this point. A certain canvasser called, and his first words were: "Can I interest you in such an atlas?" It so happened that the writer was somewhat interested in the purchase of an atlas, but had not made up his mind that the one he wanted was the one which the canvasser had to sell. The sample carried by this salesman was covered up with even more wrapping paper than seemed necessary and was tied with yards of cord. It looked to me that it would take him at least five minutes to unwrap the book—and then if I did not want it there was a prospect of his having to spend another five minutes in the office wrapping it up again, and without doubt it would take an additional five minutes to get rid of him after that.

It seemed to me he was not a very good salesman, and it was easy to jump from that conclusion to the supposition that he probably did not have a very good atlas. It seemed to me I

ran no very great chance in refusing to buy—and the salesman was not even given an opportunity to tell his story or show his sample.

If he had had his product ready for inspection when he entered the door and had shown it to me with his first remark on the subject, I could not very well have helped seeing the book. The interest that I had in the subject of atlases would have crystallized into an interest in that particular atlas, and the chances are the canvasser would have made a sale then and there.

PRESENTING THE PROPOSITION

BY COL. J. E. BRADY

Supt. Agents Federal Life Ins. Co.

First, if the prospect gives you a chance to present your proposition, go straight to the core of it. Look him straight in the eye as you talk. Be earnest, but not overeager; strong, direct and sincere, but not pugnacious. Never antagonize a prospect. Be ready to change your course instantly if you find you have made a mistake. Feel your way carefully until you get him interested. Keep your self control. Remember, honey catches more flies than vinegar.

Never let the interview assume the appearance of a contest or tussle between you and your prospect. It is a trait of successful men to seem to be going along with the other fellow while you are really making him come your way. Grant said of Lincoln, "He makes Stanton and Chase and the others feel that he is going their way, while all the time they are coming his."

Don't talk too much. Never unloose a torrent of talk on a customer until you have evidence that he is willing to listen to you, or he may cut you off suddenly and end the interview almost before it has begun. Your great object should be to get

the prospect to talk himself. If you can do this you are sure of a good interview, and have more than an even chance to make a sale. Draw your man out if you can. If you can do it tactfully, ask him a question or two. Be prepared to abandon this course instantly if you see that he doesn't like it.

Don't be a quitter. Never say in your mind: "This is too tough a proposition for me. I cannot sell this man." If the prospect can use your product, make up your mind that you can and will sell it to him. Many a salesman gives up at the very beginning of an interview when a little of *the right kind of persistence* would have carried him past the first objection and launched him well into successful demonstration.

Don't allow yourself for one instant to entertain that delusion of weak minds that anything which ought to be done is impossible; that there are some obstacles which cannot be overcome, some difficulties too hard to wrestle with, some problems to intricate to solve. There is always a way to do everything which ought to be done—if you only knew the way. It is a big mistake to say, "I can't interest this man."

The thing to say is: "This man may be a hard nut to crack, but there is a way to do it. I'll keep at it with courage and patience and win out. I'm bound to sell him."

Once in the presence of the prospect, a frank, straightforward, direct manner will make the best

impression. Make it clear to the prospect from the very first possible moment that you are not there to ask a favor but to offer him an opportunity. Tell him just what it is as quickly as you can.

If he says he is too busy to listen to you and really means it, or if you see that for some other reason the opportunity you have to talk with him is unfavorable, don't try to force an interview. If you persist too far he may turn you down altogether. Use your utmost skill to withdraw gracefully with a chance to see him at some future time. Make a definite appointment if possible.

OLIVER TYPEWRITER COMPANY METHODS

BY F. K. PENNINGTON
Chicago Manager Oliver Typewriter Co.

Approach your man with confidence and true courtesy.

It has been truly said that first impressions are lasting, and frequently more sales are lost by unfavorable first impressions of a salesman than in any other way. Conversely, much business is gained by the instant confidence engendered in a customer's mind by a frank, manly and proper self-introduction of a salesman. *If you would gain the respect of others, first respect yourself;* and let your manner carry the impression of the self-respect you feel.

Don't think it necessary to talk loudly in order to impress a truth. A real truth, if uttered in a whisper, is just as much a truth as though shouted from the housetops.

It is not always necessary in our business to give your name or to state your business when first calling. The busy man, with his expectant look, might necessarily at once compel your announcement of your name. The man who is not so busy may possibly meet you with a reply to

your "Good morning" or "Good afternoon," and a few pertinent remarks about subjects that may interest your customer may establish an acquaintance which in a natural way would lead up to the object of your call on him.

Never tell a customer that you have come to sell him something. The word "sell" is in itself an aggression that most people resent, even though they don't know they have the resentment, and the idea of a stranger coming in to compel a purchase is sometimes unwelcome.

Interest your man in natural channels. Don't go at him with something that he doesn't care for. Remember that he is more interested in his own business than in yours, and let *his* business, therefore, furnish the theme for conversation. Try to know enough about his business to enable you to show him how *his* business may be helped by *your* commodities.

Never make a statement that you cannot prove and prove conclusively, and, in addition, *prove every statement as you go along.*

After you have proved your way into the customer's confidence, he will know that he is dealing with an honest man and be prepared to accept your word for some of the things that you may not be able to demonstrate with the facilities at hand.

Never let a customer say "No" to you. If you see a declination coming, say something—anything to stop it—and get out before it comes.

You must leave the way clear to return, and have not allowed the customer to commit himself definitely against you.

When you leave the presence of the customer, whether you sell him or not, always thank him for the time given you, and announce your intention of stopping in at some other time to pay your respects or to renew the conversation or negotiations. When you leave, don't hesitate. Go quickly, and act as though you had other important business waiting. If you are a salesman, your time, every minute of it, is valuable, and you should, by your manner, impress this truth wherever you go.

It is often advisable to make an appointment with a prospect, by telephone or otherwise, before calling.

NATIONAL CASH REGISTER COMPANY METHODS

FROM THE COMPANY'S INSTRUCTIONS TO ITS 1,000 SALESMEN

The salesman cannot be too careful in his approach. In the first place, he should be extremely watchful about his personal appearance. It would seem hardly necessary to remind any salesman of this, but sometimes we get careless and neglect little touches which would help our appearance very much. For instance, a salesman should be clean-shaven every day. His linen and shoes should be spotless, his clothing always well cared for.

When you go into a store do not lean on the counter or showcase. Do not wear a tired look. Be cheerful. Be active and alert. Look and act as though you were a busy man. Get to your point quickly. You should not, under any circumstances, approach a storekeeper unless you are feeling well. If you are sick it is better for you to lay off for a day. You might ruin more sales than you could otherwise make in a month.

Your approach should be studied in every particular. There are many things a salesman can do that a prospect will not call his attention to, but

which will prejudice him and thus block a possible sale. You do not know what these things are. Be very careful, therefore, of your conduct in a store. Never enter smoking a cigar. Never chew a toothpick. Never sample display goods. Your bearing and manner should be that of a gentleman and a trained business man who takes his business seriously.

Do not attempt to talk about your prospect's business unless you know what you are talking about. *Do not tell him what you can do for him until you find out what he has done for himself.* It is good policy not to tell your prospect that the system you offer is better than his until you find out what that system is and whether you *can* improve it.

When you have learned that much, you should begin giving him reasons why he should spend half an hour listening to your demonstration. Talk to the point. Talk with conviction. If a man has a good credit system, admit the fact. Then tell him there are four other kinds of credit systems.

Some salesmen think that all that is necessary is to get the prospect in front of the machine. The proper thing to do is first to create a desire in his mind to see the register because of the things you have told him it would do for him. Many men will take an hour's time to look at a machine out of idle curiosity. If you prepare a man's mind to see something big and important,

however, he is in a better mood to be sold than if he has come out of curiosity alone.

Put yourself in the prospect's place. Haven't solicitors approached you on the subject of life insurance or investments, and haven't you been influenced against them by some exaggeration of manner or dress or by some other peculiarity, and so refused them consideration? Your prospect is influenced by the same things that influence you. He is just as susceptible to poor approach as you are. When you approach a man, keep this in mind, always.

POINTERS FROM THE BOOK AND MAGAZINE FIELD

BY F. H. HAMILTON
Assistant Editor SALESMANSHIP

One of the principal failings of book and magazine canvassers, as I have known them, has been liability to sudden loss of "nerve." Particularly, those whose work requires them to solicit in the downtown district of a large city are likely to suffer from an ebbing away of confidence at the critical moment. There is also, it is true, a genuine difficulty peculiar to their work—in that they have trouble in getting busy people to listen to them. It is by overcoming this lack of confidence and this practical difficulty that the man who has "the right stuff" in him proves his mettle. Those who, when turned down, can hardly find an excuse for having presumed to interrupt a man at his work—those who, when cut short with a gruff or derisive word, flounder uncertainly and apologetically for a new opening, finally beating a miserable retreat—are the men who need either to get out of the business altogether or else to coach themselves daily and perseveringly in the essential principles of their work.

Such weak-kneed men have often described

their trials to me, and always with an air of feeling that the case was really hopeless, since none of them doubted that their intrusion on a busy man at his office was really unjustifiable. To such men I have wholesome advice to give—when they seek it. I invariably reply: "The secret of your trouble lies in your own statement that you can hardly find an excuse for breaking in on busy prospects.

As long as you have this attitude toward your proposition, as long as you feel apologetic for bringing it to anybody's notice and attempting to interest them in it, you will continue to have trouble in interesting people.

Before you make any more calls sit down and get acquainted with your proposition; get on good terms with it; get so enthusiastic over it that you will be unable to imagine why other people should not share your enthusiasm if they only knew what a good thing it was. Make up your mind that you are doing not only yourself and your house a service, but your prospect himself a service, by acquainting him with its merits and giving him an opportunity to enjoy its benefits.

Don't present your proposition as if you were offering a mere magazine of so many pages, issued at regular intervals, nicely illustrated, and filled with miscellaneous matter; but offer it to him as if it were especially gotten out for the benefit of himself—a man of business inclinations and tastes.

Talk about the articles and features that are adapted to his case, omitting all the generalities in which he may not be expected to be interested. Don't waste his time in talking about the excellent quality of the fiction if he is one of the hard-headed, hustling, business sort and not likely to have any concern whatever with stories of a romantic character. Don't waste his time by detailed descriptions of the art features if he is a man whom at first glance you would naturally size up as not knowing the difference between a zinc etching and a half-tone. Get direct to the point. Combine boldness and courtesy. Don't quail when he glares at you and turns away. Instead of backing out the door and looking mortally ashamed, brace up, and with an agreeable, confident manner spring that one argument that you have prepared in advance to fit his peculiar case.

ADROIT STRATEGY IN HANDLING PROSPECTS

BY H. A. LUTHER
Agency Mgr. North American Accident Ins. Co.

One of the most difficult as well as the most important lessons for the new solicitor to learn is not to be deceived by the manner and bearing of his prospect or the reception given him by the prospect; nor to feel sure that the man who receives him with a cordial welcome and who evinces a ready interest in his proposition is an "easy" sale; or that the man who frowns and turns away with a growl of dismissal is a hopeless case.

My experience has been that the too amiable prospect is the toughest nut to crack.

The fellow who agrees with your statements, nods and smiles acquiescence to every point of your selling talk, has donned an almost impregnable armor.

He will smilingly avoid the inexperienced solicitor's "closing" talk, and his affability frequently deceives the "old-timer" into a ready postponement of the interview and a future appointment the prospect seldom keeps.

To close this type of man, strip him of his

armor by disturbing his equanimity—make some ridiculous assertion relative to your proposition, closing with, "Of course, you know that to be a fact—don't you?"

To the slightest show of an affirmative answer ask him sharply, "How do you know?"

In trying to extricate himself from the false position he has fallen into, you can adroitly aid him and lead him to the *"dotted line,"* or completely submerge him; show his apparent amiability to be actual indifference to his own and family's best interests, etc.; put him on the defensive; force him to fight his way out and make his signature on the "dotted line" the condition of release.

Many solicitors, young and old, discouraged by rough treatment at the hands of prospects, have asked me how I managed to get an audience with the man who not only positively declined to listen, but ordered me from his presence.

There is a simple way to do this, but it must be done with tact and not *overdone,* or you may have need of police protection.

At the moment a prospect has turned away I have found it expedient in many cases to recall his attention to myself by raising my voice and addressing him in an aggressive manner calculated to make him angry. He will invariably, if I have made my remarks strong enough, turn upon me with a savage retort. If he does, I have gained

the first desired object in a selling talk—*Attention.*

He has given me what I wished, and I must be prepared to accept it graciously. A conciliatory word and tone will calm his anger, and if, at such a critical moment, I could not find some remark about my proposition which would excite his interest and open the way for a complete canvass, it was my fault—not his.

An illustration may give some reader a clearer idea of the above:

"A" enters machine shop to sell our combined Health and Accident policy and first approaches "B," the foreman, who is suffering from a combination of domestic infelicity and dyspepsia.

"A" introduces himself to "B," but before he can state his business "B" turns away, growling over his shoulder, "I don't want anything to do with agents. Don't come around here. I haven't any time to listen to your 'con,' and you can't waste the time of my men, either."

"A" can hardly expect to make any headway by begging for an interview under such circumstances, but if he raises his voice and in a tone contemptuous, if not actually offensive, will say, "Who are you that you think you are so much better than I am that you won't listen to me or at least act like a gentleman in my presence?" or "How did you happen to be so much wiser than hundreds of others, holding a similar position, who have taken my proposition and are gladly

recommending it to their men?" or "No one but a fool considers himself too wise to learn, and it is evident that you are not a fool or you wouldn't hold this job."

"B" will certainly honor "A" with some attention—probably hand him a choice selection of "Queen's English," berate agents and insurance companies generally, and "A" in particular.

This is really a critical moment.

"A," if he loses his temper under the torrent of abuse he has invited—if he resents it, or shows that he is afraid or bewildered; or if he weakens—in fact, if he displays anything except perfect self-control and confidence in himself as being complete master of the situation, he will lose this excellent chance of a sale and be forced to retreat in ignominy.

"A" should step right up to "B," look him squarely in the eye with a pleasant expression and say something of this sort:

"Mr. 'B,' I don't wonder at your being angry. Perhaps I should not have spoken as I did. I realize you are not, at heart, the sort of fellow I first thought you were. Of course, you are harassed with all sorts of peddlers and agents, but you know a business man from a fakir and you won't turn down a good proposition any more than I would. Realizing the hazards of daily life and of your particular calling as fully as you do, you are too intelligent to refuse the benefits of Accident and Health protection such as our Spe-

cial Mechanics' policy provides. You are in banger every minute you work in this shop and run greater risks even in coming to work and returning home.

"You know the loss of a finger or a hand, the breaking of bones and more serious accidents are daily occurrences, no matter how carefully shops like this are run.

"Beside the suffering, think of the loss of time when such a thing happens to you. It may mean a serious hardship through loss of wages and increased expenses, not only to yourself, but your whole family."

Mr. "A" may not be permitted to say this much without being interrupted by Mr. "B," who doubtless will do some snarling and make some objections, which "A" must meet tactfully, but the above will illustrate a plan of procedure.

The solicitor's statement that the prospect has, perhaps, a right to feel angry, and his straightforward, manly way of taking the "call-down," instead of resenting it or letting it paralyze him, are almost certain to mollify the prospect and make him better natured.

His whole attitude toward the solicitor is changed. He involuntarily acknowledges the first three points in the solicitor's selling talk, i. e., that the machinist does run some risk of accident, (2) that such accident may befall himself any day, and (3) if he were laid up for a considerable time it

would mean financial loss and perhaps involve a hardship to those dependent upon him.

These things brought forcibly to his mind *drive out of his mind* the remembrance that he has ordered the salesman away, and roasted him and his line of business, and swore that he would have nothing to do with either.

When things have progressed this far if "A" is a salesman, the rest is easy.

There is a psychological point in this connection which is worthy of note. It relates to the feeling of surprise with which the prospect necessarily regards the canvasser under such circumstances as those described above. He had expected the salesman to "show fight" or else back down ignominiously and crawl away. Either one of these courses of conduct would be adopted by nine men out of ten under the conditions described. It is the rarest thing for a man, in the face of abuse, to keep perfectly good humored and turn the occasion to his business advantage. Therefore the prospect must look upon the salesman with a feeling of surprise, and it is a psychological truism that when a man is affected by surprise he can be most easily influenced by others.

SCIOTO SIGN CO. POINTERS

BY W. W. DURBIN

Manager Scioto Sign Co.

Whether it is good policy to present a card upon meeting a prospect is a question upon which salesmen divide. Many times it is necessary to send in your card to get an audience. If the recipient is busy or doesn't particularly want to see you, he simply sends word back that he is busy. Your card has disclosed your business to him. Other times, by presenting a card at first, it gives the prospect an opportunity to put you off, saying he has everything in your line he needs at present. What you want is an opportunity to show your line, for in that lies your only chance to sell him. Personally the writer believes that a card should only be used to leave with the person you call on, to enable him to write you or your house in case he wants to order later on. Some of our best salesmen use few, if any, cards, but of course we furnish you all you need, and if you can get attention this way, all right. We suppose cards are a little like some medicine; some people it will make well, while others it will make sicker.

Sometimes the sight of two or three grips scares the business man, who imagines it will take him all

day to look at your line. To get out of doing it and to save time he will invent all kinds of excuses, straining the truth in many instances. A good idea is to leave your cases outside until you have your customer interested, and then retire and bring in your samples. A salesman ought to keep many small samples, such as trays, leather goods, match boxes, etc., in his pockets, so that he can hand them out readily. In many cases something neat and catchy will attract the buyer's attention. Then it is the time to arouse his interest.

And right here we want to say that the truth will be your greatest weapon. Some may have the idea that in order to sell goods one must be tricky and deceive his customers, but you will find that there is but one way to get the confidence of those with whom you do business, and that is to be absolutely square. Don't be afraid to look your customer in the eye. When you can do this and tell him the truth about your line, you will never fear to meet him again, and you will always be welcomed back.

You ask, "How am I to interest my prospect when I get his attention?" You must first set his mind to working. Everything set in motion in this world moves because of the force behind it. To set the mind in motion requires suggestion. Suggestions are of two kinds: those that come from within and those that come from without. When one thinks for himself, and something suggests itself to him, this is a suggestion which an

inner force has set in motion. Where one man thinks for himself, or rather, suggests to himself, nine get their thoughts from others; which leads us to the statement that suggestion rules the world, whether it be in the domain of business, politics, religion or fashion. This, then, is one of the salesman's most potent weapons, and whenever he has secured attention the next thing is to suggest to the other's mind something that will help in advertising his business. Naturally you will need to study the various kinds of business and business men, and their needs, to enable you to do this.

With some you will find that advertising has got into a sort of rut, out of which it is hard to get them. One man will say, "I never use anything but fans to advertise my business." Another will say, "I only use the newspapers," etc. They need to receive suggestions from the outside. Possibly if you looked at this man's ad. in the newspaper you would find it was the same from January to December. He wants to be shown that there are many sides to his business to be shown up, and many different kinds of trade to be appealed to. Therefore, he should use more than one way of reaching the public, to "suggest" to them the value of his wares.

The writer remembers when a boy he used to go fishing with a single pole, hook and line, and it took a long while to catch a string of fish. An old shoemaker who was a great fisherman used

to fish in the same stream, and the writer noticed he always drove to the river with ten or a dozen poles and always brought back all the fish the whole neighborhood needed. How did he do it? By setting all his poles and catering to all the fish for a quarter of a mile in the stream, instead of using but one. This is the same rule every successful business man applies in business. Set all the poles you can watch and when you get the "corks to bobbin'" land your fish. Many have never thought definitely how to increase their business. You have only to show some men how they can do a thing, and nine times out of ten, if it appeals to them as a reasonable proposition, they will follow your advice.

TACT WITH DEALERS

BY W. B. CARHART

The traveling salesman should always be on his guard against being influenced by local prejudices in sizing up a dealer. Men of really stanch character and fine business capacity are frequently underrated by their neighbors and sometimes by their friends, on account of some peculiarity which has no bearing upon his standing as a desirable customer. These same neighbors and friends are also liable to err in recognizing important characteristics. Herein lies much of the trouble experienced by the various commercial reporting agencies which depend upon fellow townsmen for estimates of the standing of dealers concerning whom inquiries are made. The wideawake salesman will investigate his man systematically and, practically, independently. Of course he will consider what he hears; but he will measure it and weigh it several times before he will accept it at anywhere near its face value.

THE RIGHT KIND OF PREPARATION

BY L. C. FOUSE

Pres. Fidelity Mutual Life Association

Don't plan to suit your applicant by offering him his choice of everything you have in stock. Instead, with your expert knowledge, with a view to his present circumstances and with a long look into the future toward the coming necessities of himself and his beneficiaries, make up your mind, just as his physician would, what is best for him—and then make him take it. Make it a point to know so much more about insurance than your applicant knows that he will follow your advice as he would follow his doctor's. You can't always do this; you will have some refractory patients who think they know more about their cases than you do, and who will change doctors; but the average man is always ready to recognize and follow honest expert advice. So if you would be a professional man, in the first place, be one. Know your subject; it is broad and deep. Don't boast of your knowledge or be too ready to show it off. Just have it; people will know the fact soon enough, and to your profit. Then apply your knowledge, in view of the mutual requirements of the company and the applicant. Keep up your

professional reading by subscription to a first-class insurance journal. Take a justified pride in the preparation of your professional papers. Shun unprofessional methods, and set your face against rebating and its accompaniments for the sake of saving your profession from their certain demoralizing results. Don't hesitate to assume professional responsibility; decline requests that you know are unfair instead of pretending to feel aggrieved with the applicant when his request is denied by the company.

When you go into a man's office, you must feel thoroughly convinced in your own mind that he ought to have your goods. If you don't believe it yourself, you can't make him believe it. Say to yourself as you enter: "He ought to buy. He won't see it in that light at first—but that doesn't alter the case. *I* see it. *I* know it. I know I can save him time, and space, and labor, and money. No objection or argument or indifference on his part can nonplus me or make me waver. I'm going to put the matter to him full and fair, and *sell him.*"

You can't proceed on the theory that most men know what their best interests are. They don't. The majority of men are going contrary to their own best interests every day—wilfully blind to the things that would help them and make them better off.

Remember this when you meet a customer. He won't believe he should change his system at first.

Don't expect him to—but *you can* make him see it if you know your business, and try hard enough. If the thing you are selling is good for a hundred men, it is good for the hundred and first; and if a hundred men have been so convinced, the hundred and first can be—if you go about it properly and try hard enough. *There must be a way to sell him.* Find it.

THE BEGINNING OF THE SALE

BY J. H. WILSON

Pres. J. H. Wilson Time Recording Co.

No really first-class salesman will enter the private office of a prospective customer either with a cigar in his mouth or his hat tilted to the back of his head, but some salesmen I have seen, wishing to assume a jaunty air, are guilty of both shortcomings. I have in mind one salesman in particular who took on a new line of goods not long since, and who carried this failing to an extreme. He was placed in charge of an exhibit near us at the recent Coliseum Office Appliance Show at the Coliseum, and there was not a minute throughout the entire day or evening that he did not carry his little "Derby" back on his neck and a half-chewed cigar in his face. He made some sales, to be sure, as any good appliance would almost sell itself at that exhibition, but the question is, could he not have done more with his line had he been the proper individual to handle it?

Another point, which as a general thing amounts to naught, but sometimes has its effect and a bad effect at that, is for a salesman to offer to shake hands with his prospective customer on

entering his place of business. This I consider a mistake. It may take with a small tradesman, or in the lower classes of trade where a salesman must be a "good fellow," but a salesman on entering a first-class, or high-grade mercantile institution on presenting himself to the president or manager, runs a risk when he assumes acquaintanceship by forcing his prospect to shake hands with him. With a great many business men this assumption of friendship is resented, placing the customer at once on the defensive. The act of shaking hands would not be considered a mistake, of course, on leaving or on a second call. Let a salesman respectfully enter the customer's office, quietly announce who he is, immediately showing the line he represents, talking his line promptly, truthfuly and as if he meant what he said, if he wishes to make a favorable impression and greatly increase his sales.

There are articles without number written upon the subject of "Knocking," but nothing has ever as yet been written, or will be written, strong enough in condemnation regarding it.

A salesman should bear in mind, especially where a competing article has been bought and paid for by his prospect, that the ridicule thrown against this article is also thrown against the prospect. He has used his best judgment in buying the ridiculed article; naturally he does not want to have that judgment harshly assailed. Even should the product be inferior, by telling

him so bluntly and with implied derision is virtually telling him his judgment is inferior, which no purchaser likes to hear.

It is far better to let the original purchase stand on its own merits and to make the new sale through the argument that the new article has some peculiar merit which makes it just a little better. More interest is awakened and more good will is shown by the prospect in such a case, with the result that a sale is more likely to result.

ATTITUDE TOWARD THE PROSPECT

BY M. C. SMITH
Assistant Sales Mgr. Pierce & Sisson

Never fail to question a man's right to pass judgment on your proposition, before you have placed all the evidence before him. Do not be afraid to tell him that a good business man never expresses an opinion on a proposition he is not familiar with, or which has not been fully explained to him by a competent person. Unless he is a fool, he will agree with you, and if he is one you can't do business with him "no how."

The solicitor who permits a man to interrupt and hamper him with questions has not yet reached the limit of his productive ability. He has yet to learn that his client must always be the defendant. Besides this, he should know that few men will interrupt or ask questions, if the proposition is being properly presented. Anticipate your client's questions and answer them about ten seconds before he is ready to ask them.

AMERICAN JOBBING ASSOCIATION POINTERS

BY S. C. DULEY
Sales Mgr. American Jobbing Association

You want to get close to your man. You must have his confidence. "How am I to get his attention and confidence?" is asked by salesmen ten thousand times a day.

If you can visit intelligently ten minutes with your man without making known your line, you will soften his social wrapper.

Can you do this? Have you ever tried it? If not, consider the importance and results from being able to do it well. If you have, you know the good effect.

It's easier to cut through a soft skin than a hard shell. Lubricate your man's mind with the oils of sociability. They will penetrate the hardest "cocoanut." Use just enough, no more, at the right time.

The merchant new in business must be educated to confide in you. The merchant of unsatisfactory experience with some "black sheep" house must be most tactfully dealt with if you aim to convince him that you are an honest man representing a reliable firm.

A clear, clean, open countenance inspires confidence. You should turn on with full pressure the hose of personality. A drenching flood of personal magnetism is none too severe. It should be applied cold or hot, according to the conditions of your patient.

Conditions should be studied in a way to cause you to think. Thought controls the world. Thought in you controls thought in the other fellow—directs his actions. Yours should be self-confident thoughts, if you desire to cultivate his confidence in you.

TACT IN GETTING A HEARING

BY R. M. WILBER

Secretary Federal Life Association

An important thing to avoid is leaving a chance where a bright, quick-witted person may, if so disposed, turn your introduction to ridicule. For example:

Some years ago I chanced to be calling on a friend at that time managing editor of one of the large New York dailies. A bright young fellow blundered into the office and, without apology, introduced himself in the following language:

"I am a recent graduate of Harvard and I called to see if there were an opening here for a person well posted in English literature."

With rather cruel promptness the manager, in his blunt way, said: "Yes, sir, the architect expected you to call, and made an opening for you. Turn the first knob to the right," indicating a near-by door. The caller almost involuntarily did as directed, passed through the door which closed with a spring and could not be opened from the outside. Thus the incident was closed, while the manager made some remark about bores who could not see when a man was engaged.

I was unable to repress a feeling of sympathy

for the youth who had so failed in tact that he was unable to secure even a hearing for his case, and, realizing his method was wrong, endeavored to solve the problem to the extent of ascertaining a way of approach that, at least, would have had a chance for success, and the following analysis of the situation suggested itself:

The caller wished to see a certain man whose name presumably was known, or should have been, if possible. Also, if possible, the location of his desk should have been ascertained. Seeing the man desired was engaged, his identity should have been established with a brief apology for the interruption, and the statement that the caller wished to see him for a moment as soon as he was at liberty; declining to make known his mission till there was an opportunity to do so properly, even to the extent of offering to call again at another time if an appointment could be made, or even, if this could not be done, not waiting at the time unless there was an indication that the delay would be brief, for the reason that in the above case the chance of success was small at the best, and none at all unless whatever claims the applicant had for consideration could be properly presented.

The above theory applied to the work of any salesman would require that the name of the person to be introduced should be known certainly, and if possible his location at his place of business. If it is necessary to inquire of a subordi-

nate, it is well to ask: "Where can I find Mr. Jones?" rather than to ask if Mr. Jones is in, as the latter will usually make another question necessary. When confronting the person supposed to be Mr. Jones, if there is a chance for doubt, the matter of identity should be settled definitely before going any farther. When Mr. Jones is actually found, a safe "opening" is usually: "I have a proposition I think you will be glad to consider," but refuse to state the nature of the proposition in the presence of others, if possible to avoid it, and also until you feel sure you can have his undivided attention.

BOOK SALESMEN'S APPROACHES

BY F. R. POTTER

The book salesman who boasts a method has of course prepared his approach to suit different classes and sorts of people.

He knows the line of argument and manner to use as an opening wedge with professional men, who are going to judge this book from a standpoint of superior erudition. These men he makes no effort to instruct or enlighten. They would resent the first hint of such an attitude. He lets them instruct and enlighten him, so long as their conversation keeps strictly to the subject in hand.

For instance, if it is a book about the Boer war, the canvasser doesn't tell Professor Smith that the volume contains much valuable information concerning a remote country and an unfamiliar people. Professor Smith doesn't like to have it suggested that he stands in need of information. He likes to believe that he is a well-read man, and capable of informing others.

The canvasser should say, "Professor Smith, you doubtless took a keen interest in the struggle of the Boers for freedom. It has made an impression on your mind which is going to last, and

which, in one way or another, will influence your work at different times. If you are engaged in literature, or in lecturing, you will often have occasion to make reference to events in this war. Facts have a treacherous way of slipping through the leash of memory, especially in the case of people whose minds are constantly reaching out for, and storing away, quantities of data of different kinds. That's why a reference work is invaluable to you. You want one you can rely upon to furnish accurate facts, and facts so well classified that any one of them is instantly obtainable. Let me show you how this book''—etc., etc.

Follow up this lead by asking Professor Smith some general question about that war—nothing too specific, for fear it should be the thing that has already escaped his memory and may therefore embarrass him. Give him a chance to express his opinion as to the right and wrong involved in that conflict. He will be interested in expressing his own views—and that will lead him to a fresh interest in the war, and therefore in your book which treats of it—while he would not, perhaps, have been interested in the subject at all if it were the canvasser who did the talking.

The excuse which he will almost invariably give to get out of buying the book, is that his library is already well supplied. This is a flattering idea. Encourage it. Ask him about the extent of that library, and its character in general. Show him how the omission of your work would be like the

loss of one note from a symphony—his bibliothecal harmony is incomplete without it.

You have of course stock arguments to use when he says that he has other books about the Boer war.

Shrewd tactics are needed in approaching the business man, who has little time to spend in argument. If possible, never call on a man on such an errand at his business office. Catch him snugly at home and at leisure in the evening, if you can.

But, if there is no way of avoiding making the call at his business place, be brief and emphatic. Don't apologize for breaking into his business hours with a book proposition, although in your own mind you may sometimes feel that an apology is due. Give him to understand that your proposition is in the nature of most important business. Assume that he is interested, and if you talk to the point, he will be.

There are many exceptions, of course, but as a general thing the business man's interest in books arises from his reverence for literature in general and is not of a specific kind. This point should help you in moulding your talk. He probably thinks of his library as a symbol of the refinements of life, rather than a thing of practical utility. It is the possession which links him with the world of culture, just as his desk and office files link him with the world of business. Do not overlook the practical side of the question in your selling-talk—the use which that book will be to the boy or girl

getting an education, its reliability as an authority, etc.—but emphasize its relative importance in literature; speak of it in the same breath with the works of the standard, famous authors whom, if he is not familiar with them, he at least reveres. In all selling it is well to remember that the prospect is influenced not only by the merits or demerits of the object for sale; but that the class of things with which it is associated or of which it is a part, determines to a great degree whether it is worth while, or not. This principle of selection of one object through its relation to others is universal. We are inclined to think well of the man whom we find in good company, though there might be nothing about him which would seem prepossessing if we were to meet him alone. We read an unknown name in the society columns, and take it for granted that the person to whom it belongs is one of some social distinction. Wrap a hat up in a piece of newspaper, take it around to show to a prospective customer, and he will not be impressed with its style; but induce him to go with you to a fashionable hatter's, point out the same hat among the finest importations and he finds in the style of that hat an attraction reflected by its surroundings.

In calling on the business man with a book proposition, touch lightly upon the subject of literature and libraries, before going into particulars about your book. You have then furnished his mind with an appropriate setting for the ideas

you are about to advance; without that setting, when his mind was filled with the hurly-burly of business, the mental images brought up by your book-talk would have appeared to him as incongruous—and the incongruous is likely to seem absurd.

Don't illustrate your arguments to this busy man with stories. He isn't tied down in that office chair nine hours a day for the sake of being entertained. He'll appreciate it if your talk is brief, clear and practical.

SIZING UP THE PROSPECT

BY J. CARSTAIRS

Sales Mgr. Kelly, Maus & Co.

It is a wise rule for the salesman to defer sizing up his prospect until he has given the man a chance to express himself. It is true, of course, that the quicker a salesman makes up his mind what kind of individual he has to deal with, the quicker and more accurately he can frame up a campaign of sale. It is necessary that he should come to some conclusion about his prospect as soon as possible on entering and getting into conversation with him. With that end, it is a good plan for the salesman, on introducing himself, to offer some remark or suggestion which calls for a reply from the prospect—a reply which will involuntarily exhibit his mental bias.

In dealing with a man of limited experience and narrow means, be careful in your effort to educate him into some broader view, not to make him feel small and insignificant.

In some cases the salesman will encounter a broad minded, enterprising man and will receive a rebuff on first broaching his business. Then, if he is a weak sort of salesman, he will aim to get a smaller order than he had at first intended.

This is because the rebuff has intimidated him. Perhaps, on entering the place of business in question, he had in his mind an idea that the prospect ought to place a $5,000 order—measuring the size of the order, of course, by the extent of the prospect's business, his standing and reputation for doing things on a large scale. When the prospect says: "I am not interested—please don't waste my time and your own," or "I have investigated your proposition and don't want it," this sort of salesman seeks to compromise matters by saying to himself: "Well, I see it is no use trying to land a big order I expected here; still, I will see if I can't land one of a thousand dollars' worth, anyway."

Let us suppose he persists in the face of the prospect's objections and finally gets a hearing; that the prospect becomes interested, makes up his mind that his previous investigation of the offer was not thorough enough, and decides to buy. With this sort of man it is likely that, if he buys at all, it will be "neck or nothing." His order, if he places it, will not be a tentative or experimental one. Once sure that the article offered is the right one for his business, he may want to buy it not only for one plant, but for all his branch houses. An order for $10,000 worth looms in his mind and is all but spoken, when the salesman, still grieved by the first rebuff and remembering that he hardly dares hope for much business here, says something to show his own

uncertainty of his prospect's acquiescence, something to show that the most he dare hope for is a small and experimental order—and right away the prospect's enthusiasm cools. During the salesman's talk, he had thought of the proposition as a big affair and something worth while, forgetting his former attitude of skepticism. The first suggestion from the salesman that anything less than a big order will do, or is expected, is first an affront to his vanity; and second, a warning to him to think the matter over before deciding.

If this salesman had been less self-conscious—had been able to think only about *selling* the customer something which *he needs,* he would have been aware of the change of attitude on his prospect's part. He would have guessed that instead of the $5,000 order he first expected, it might be possible for him to land one of twice the amount and he would have tried for nothing less. Almost invariably he would have landed it, and would have established himself for once and all in his customer's good graces.

SELLING TALK

MAKING EVERY STATEMENT COUNT

BY A. L. McBAIN

Two things determine the value of any selling statement. The first factor of value is the authority or authorities back of it. Second, comes the utility of the statement—the application the customer can make of it to his own desires, needs and circumstances.

The salesman, to gain force in his selling talk and to make every part of it convincing, must avoid both the unbacked statement and the unapplicable statement. The unbacked statement—having no authority (except that of the speaker)—is always open to suspicion. "If this is so," the prospect reasons, "why am I not shown the proof of it?" So the statement, despite the fact that it is true, fails to convince because it is unsupported.

The unapplicable statement may be true—it may even be backed by incontestible proof—and yet be unconvincing because it says nothing of interest to the listener.

In avoiding the unbacked statement the salesman must—after his introduction—shape his talk so as to get a number of conceded statements from the prospective buyer. Except in those

rare cases where a buyer cannot, by invitation, strategy or irritation, be induced to commit himself, the salesman can get certain statements as to the line—these statements later to be used as running mates to set the pace for the selling talk.

There are certain rare talking points which may safely be called "unanswerable." Such a "convincer" is one which unconditionally disposes of an objection, or which—if answerable at all—can be answered only in the way the salesman wishes it answered.

The conceded statement can be freely used; the unanswerable argument must be well timed to be effective. This is for two reasons: First, the conceded statement bears the authority of the prospect, who recognizes it as coin which passes current at full value in his dominions; second, the unanswered statement is a challenge. It defies the prospect. It does not coax him, humor him, nor reason with him, but overwhelms him by its very strength, and because of that strength may develop latent or unexpected opposition. The unanswerable talking point is best used only in forcing a close. It is the reserve shot—the last ounce which turns the scale.

So the unanswerable argument must be used with caution. It must be conserved—not wasted.

SPECIFIC TALK *vs.* GENERALITIES

BY H. A. McKEE

Sales Manager The Library Bureau

The most essential thing which a salesman has to learn in dealing with a prospect is to give him sharp, clean-cut, specific ideas about the proposition, avoiding all generalities and digressions. Your competent man makes his approach and, at the very outset of his selling talk, gives the prospect a definite impression of what he is to buy and a definite reason for his buying it. He focuses all his selling strength on some one fact or feature about his line and drives that into the prospect's mind before attempting to give him any collateral information, such as the standing of the house that makes the article in question, or the size of the output this year compared with last year's, etc., etc.

For instance, your competent man may handle a line that may include anywhere from a dozen to several hundred items. He determines in advance which of these items the prospect is likely to be most pleased with, and on entering he is primed with reasons why the latter should purchase that particular thing. Every reason is specific and every word that he speaks strikes home.

He does not say, "You really ought to have this article, Mr. Blank." Instead he expresses the same idea but more significantly when he says: "You will agree that what you need to do is to save time in this establishment, Mr. Blank. An article which will save half the time used by your employes in filing and tracing correspondence is just the article that you ought to have."

When the customer says: "We have an article now which, though it may not be the newest model, seems to answer pretty well," the competent salesman who wishes to make a specific impression with every word that he speaks does not reply: "The one you have was probably satisfactory when you bought it, but we have a better one." Instead he makes some such remark as the following: "The old one has served its purpose well, Mr. Blank. I believe that it has saved you money and paid for itself many times over, and that is the reason you feel satisfied with it. But let me show you how an improved apparatus would effect twice the saving and would pay for itself twice as quickly. If the old model has done its work so well that you have no fault to find with it, it shows how much articles of this class are needed in your business, and if you need them and intend to use them at all, you want the best," etc.

Let the salesman then proceed to show that the new system which he wishes to install can handle such and such departments which the old one was not adapted for; let him ask, for instance, whether

the purchasing or shipping departments, or the reports of the salesmen, were accommodated by the old file (being sure to hit upon the departments which were not thus accommodated) and let him ask how these details of business are now handled—how many clerks it takes to handle whatever department it is that is under discussion, and whether any information belonging to that department can be quickly and accurately traced.

Such an inquiry will usually bring to light a more or less undesirable state of affairs, of which perhaps, the manager himself was unaware until the salesman had presented it to his attention. The salesman has then only to show that his system exactly "fills the bill," that it minimizes the time necessary to get at old records or documents—does away with the chance of loss of such documents through the carelessness of employes—and he has built in his prospect's mind a specific and well-defined idea relative to the line. The prospect sees it in relation to his own needs, and it becomes a matter of vital interest to him instead of a mere abstract proposition.

Such a statement as. "This article has given universal satisfaction" or "We have the endorsements of leading business houses who have installed this article," are generalities which fall short of the desired effect. Compare such statements with a specific argument, such as: "We had over 3,000 reorders from Michigan and In-

diana last month, which shows how well our customers are satisfied," and it becomes apparent that the man who uses successful methods in salesmanship aims at definiteness.

One might include under the head of invertebrate data such statements as the foregoing examples: "I have the finest and most modernized machine;" "You ought to be represented in our medium. You will find that it will 'pull' for you." What appeal is made to the imagination in the words "finest and most modernized?" While it is true that if a man is going to buy a typewriter he naturally wants to buy a fine one and a modern one, there is nothing in these words that will bring before his mind an idea of the conditions which substantiate the salesman's claim, and without such an idea, related to the idea of his need of a typewriter, he will have no incentive to act.

The phrase, "You will find that our medium will 'pull' for you" is at best but very feebly stimulating to the imagination. A more specific statement would show that the medium of advertising under discussion circulated among the particular class of people to whom the prospective advertiser must appeal in order to increase his business. Without such evidence or proof to support it, the bare assertion that the proposed medium will "pull" is either wasted, or worse than wasted by exciting a degree of incredulity.

LOGICAL METHODS OF CONVINCING THE PROSPECT

BY W. HOLMAN
Editor of "Salesmanship"

A customer goes through a series of three mental operations, one depending on another, before he will buy. He may have gone through one or more of these before you have seen him. It's your business to find out. If he hasn't you must take him through all three.

First—He must become convinced that his present system has faults, or lacks advantages which he would like—that *it isn't satisfactory in every way.*

Second—He must be convinced that your system or article HAS advantages that are sufficient to make it worth his while to buy it.

Third—He must be convinced that he ought to get your article *immediately.*

In talking with a prospect concentrate your energies on one point at a time, and *hammer it hard.* Remember that you need to convince the majority of prospects of only a few things in order to sell goods to them; but you must do it thoroughly. Don't load your mind up with a

lot of small superfluous arguments. Go loaded for bear.

Classify the objections that are really important under a few simple heads, and frame your arguments to cover these heads thoroughly and strongly. Don't try to prove several things at once. Prove one thing at a time, and make the proof of that one thing so strong that no man can dodge it. If need be, use fifty arguments, and take all day to settle that one question; but settle it so that your man will never open it again, even in his own mind.

Don't fire your arguments along too fast; fire a good one into the prospect and see if he feels it. Let it sink in. If it isn't enough, give him another—on the same question, though. Don't change from one point to another and then back again. Stick to each point till you've made it; then, when your man is convinced, drop it. If you hammer a nail after it's driven home, you only loosen it.

Try to make a man's mind completely satisfied and convinced of the logical truth of what you say. That is vastly better than merely getting him to say "yes" to it, when a doubt still lingers in his mind. "A man convinced against his will is of the same opinion still"—and he may countermand his order.

You often meet a man who gives as an excuse for not doing business with you the fact that he

"has said he wouldn't," and cannot be induced to change his mind.

Abraham Lincoln said: "The foolish and the dead alone never change their opinions." Lincoln's proverbs have passed into history as authoritative. Obviously, then, it must be the "wise" men who do not change their opinions. If, in the course of your canvass, your prospect says that "he won't change his opinion," remind him of Lincoln's saying.

We are all looking for forceful, logical and legitimate lines of argument. SEE IF YOU CAN'T BRING YOUR MAN TO AGREE WITH ABRAHAM LINCOLN, and induce him to change his opinion.

Don't disparage the prospect's opinion or methods. It is better to keep him on good terms with himself.

Don't antagonize him. Approach him in a friendly, agreeable manner. Remember, "Honey catches more flies than vinegar." Act as if you knew you were going to get on with him all right—not as if you were prepared for a hard tussle.

Don't take an argumentative attitude, but don't fail to have your arguments at hand in case of need. It is a trait of great men worth imitating to seem to be going along with the other fellow while you are really making him come your way.

Don't tease a prospect like a child. When a

salesman begins to beg it is evident that he has no more arguments to present.

Don't limit yourself to a certain time in talking to a prospect. Talk as long as you can do any good. There are occasions when it is time to stop, even though you have not closed him, but as a rule you are more likely to stop too soon. General Grant said that in almost every battle, after hours of fighting, there came a critical moment in which both parties were tired out, and the side that braced up at that moment and pounded hard would win. This is probably so in selling. A good salesman knows that critical moment and pounds.

BRAINS IN SELLING TALK

BY C. S. LINCOLN

Manager A. G. Spalding Brothers

One hears constant repetition of the advice to salesmen: "Know your goods." But this advice falls short of our requirements, and any house should demand more of a salesman than a mere letter-perfect acquaintance with each item in his line.

There is a fund of collateral information which a salesman ought to draw upon constantly in his work.

To illustrate: Our line is athletic goods and sporting goods, and our salesmen sell baseballs among other things. It is not enough for the salesman to know everything there is to know about baseballs from a technical standpoint—the method of manufacture, the material used, their superiority in this respect or that compared with other baseballs. *It is quite as essential that the salesman should know the game of baseball* and be able to talk this subject from a sportsman's standpoint, and with the infectious enthusiasm of a sportsman.

Perhaps the customer carries drugs, toilet articles and athletic goods. At the time of our

salesman's call his mind may be occupied with his trade in drugs or in toilet articles, and for a moment they seem the paramount consideration. Now, if the salesman were simply to suggest replenishing the stock of baseballs and begin harping on the excellence of the baseballs he had to sell the customer would not be stimulated to any degree of interest. He might resignedly consider placing a small order, perhaps. But the importance of this question would be dwarfed out of all proportion owing to the fact that the question of drugs or toilet articles was uppermost in his mind.

Under these conditions a salesman has small chance if his selling talk is confined to the merits of some particular baseball. The customer does not find it worth while to dispute or confirm his assertions, but compromises the matter by giving a small order and dismissing the salesman. But if the salesman is prepared not only to talk baseball but baseball sport—if he can make his customer forget everything else for the moment but the great and glorious game—there is a chance of the interview terminating in a sizable order for baseballs and the voluntary promise of the dealer to push this article with his trade, and to remember the salesman when he finds it necessary to reorder.

The psychology of this is very simple. The customer in his enthusiasm over baseball—not *baseballs* in their commercial relation—has for-

gotten everything else. He warms up to the salesman as to a brother sportsman. Patent medicines and nail files cease for the moment to play a part in his calculations. He feels that every man in the world must share the enthusiasm for baseball which animates him. These men will need supplies to pursue their sport—it is his happy privilege to supply them at a profit. He feels a little ashamed of the fact that the community in which he lives has bought more drugs of him than sporting goods, and he resolves that he will set his townsmen on the right track by forcing sporting goods on their attention. After they see a fine display of sporting goods in his establishment they will discuss sports at home, in the street and in amusement places. This discussion will awaken a desire to engage in sport; this desire, being unanimous, will lead to the organization of sportsmen with an *aim* in view and an immediate need of supplies. Hence, the dealer sees in his mind's eye a never-before-paralleled demand upon the resources of his stock. He sees possibilities—not the vague, glittering possibilities of the line, but the actual interest of the customer in some specific item—the enthusiasm of that customer, and his manifesting this enthusiasm by spending good money to purchase the dealer's goods.

This train of thought is, of course, assisted by the salesman and it is, moreover, an unconscious process on the part of the customer. All he

realizes is that sporting goods have become the paramount issue in his business. At this point he is prepared to listen intelligently to what the salesman knows about *baseballs* and to discuss them from a technical and commercial standpoint, as he never would have done if the salesman had not talked *baseball* to him first.

The same rule applies in the majority of businesses. The piano salesman who talks pianos and nothing more, even though he talks them with a wonderful proficiency, will lose many customers, whom he might as well have sold—and these, buying elsewhere at less advantage, will be well pleased.

They will have gathered the impression that the selection of a piano depends on more technical points than they had ever dreamed of. This makes buying a responsibility, and the sense of responsibility is sufficiently irksome to make them forget the eagerness and interest with which they started out.

Now, the second salesman talks to them, but he begins on *music*, not some particular make of piano. He has an intimate knowledge of the great performers and the great composers. He is able to throw out scraps of information which are keenly interesting to the prospect. The prospect's interest in the subject of music revives. His desire for a piano increases proportionately. This salesman has shown that he has similar tastes, ideals and stand-

ards; he has placed himself on a fraternal footing, and the customer has confidence in him. The sale is easy.

The salesman has a chance before the order is given to tell what he knows about pianos from a technical standpoint, but not until the one to whom he tells it is prepared to hear and to believe.

A salesman to whom a decoy duck is nothing more than an "item in his line" is not the man who will make big sales and keep making more of them, even if he is unfailingly able to prove that his decoy duck is better than other people's decoy ducks. A salesman to whom his decoy duck typifies sport—who can't look at one without recalling the marsh and the lake, the sights and sounds and odors of the open, and, feeling again the excitement of the days he has spent hunting ducks, is the man who is sure of a hearing from every customer who has tasted similar delights.

It isn't enough for you to show that the item you sell is the best of its kind and well worth the price. It *is* for you to show that articles of the kind you sell are of *supreme importance to the customer,* and that, of its kind, the article you sell has its special advantages.

TALK FROM THE CONSUMER'S STANDPOINT

BY P. E. HICKEY
Manager Washburn-Crosby Co.

Salesmen will get better results if they are able to talk the merits of their goods from the consumer's standpoint as well as from the retailer's. Some salesmen make the mistake of thinking that if they show their product to be a money-maker, arguing along the lines of how rapidly its sales have increased and what a handsome profit it is sure to earn, they are saying all that could be expected of them. It should be remembered, however, that the dealer has learned the habit of constantly putting himself in his customer's place in order to judge whether any article he thinks of retailing will have a ready sale. He has learned to "sell himself" before attempting to sell the general public, and to this end has accustomed himself to weigh all the facts bearing on the *worth* of an article as distinguished from *value* just as a consumer would do.

It is quite important, therefore, that he should have the merits of any article demonstrated to him from a consumer's viewpoint before he is asked to buy. If he is satisfied in this respect he

will readily conclude for himself that the proffered article will be salable, and his reasons for thinking so will be strengthened by whatever the salesman may have to say from the other side of the question—on the side of values in a strict commercial sense.

Every salesman should understand the retailer's viewpoint.

QUALITY *vs.* PRICE IN SELLING TALK

BY GEO. E. LARTER

Sales Agent the W. W. Lawrence Co.

Sales Agent, The W. W. Lawrence Co., Pittsburg.

Quality is of the first importance in nearly all transactions, and it can be used more effectively as a talking point, than price. Even quality of the soil is the first consideration in the purchase of land. In the city you can buy the same number of feet in one part for millions less than in another. Why? Simply on account of the quality of the location.

Price is able to take care of itself, but quality, unless brought to the front, urged and pushed, often remains unknown. Many staple products—nails, for instance—need no effort to explain their merits; nails are nails, they have their good points, of course, but it's price that drives them. Our line, to which this subject relates, is an entirely different proposition. Lead and oil possibly may be an exception, being somewhat staple, but even they may have something said for them to show why our products are better than others, although all makes may be equally pure.

As for paint, we know that all manufacturers aiming to produce goods of high character claim

some point of superiority; therefore, as there is no standard for quality or price, this circumstance leaves an opening to make our talk on "quality" prominent.

While quality and price are natural allies, quality is of the first importance; it should be the first in our mind, ready to come forth at every opportunity. What does price signify to the buyer if quality is not obtained? On the other hand, the price ally should be held in reserve to be brought forth only as a last resort, and only then when there may be a chance for victory. If a buyer is not interested in your quality argument, to inquire the price, what need to volunteer the information?

The first principle to be observed in selling is to create in the mind of your buyer a desire to possess your goods. While there are many ways to accomplish this, I think the best way is to impress him with the idea that your goods are superior; that they are not of the usual run of such goods; that it would be an advantage for him to have them, etc. In fact, to excite his interest so he will want to know all about them; this can best be done by talking "quality." Quality is an elastic factor—it never can be over-talked.

On the other hand, if you begin with your "price" ally, even when inquired for, once you mention it his interest lags; he probably wants to know for curiosity only; he hears and reads of prices every day; is likely to get busy elsewhere;

your subject is exhausted; you are done for the time, at least.

"Quality" is a tireless friend; is inexhaustible; that is why it is best to keep this friend ready at hand for use instantly.

It is not possible to lay down any hard and fast rule as to the manner of presenting the quality argument so as to make it most effective. The way that would be the best in one case would prove a failure in another. Prospects differ in disposition. While one must be approached with the dignity of a Chesterfield, nothing but good fellowship goes with another.

I think all will agree that it is bad policy to offer goods with the plea that they "are just as good" as others. Insist that your goods are "the best" that can be produced; that they have more value than others; and be able to tell exactly why.

TACTICS WHEN TALKING POINTS ARE SCARCE

BY HENRY A. TAYLOR
Western Manager American Screw Co.

One of the surest tests of a man's ability is to find the greatest number of talking points in proportion to the number of restrictions which his line places upon him. Another equally sure test is the use he makes of such talking points when he has discovered them.

For instance, in our line, where the salesman handles screws, bolts and rivets exclusively, he is limited in two respects where the salesman for ordinary merchandise is not.

First, he cannot very practicably use samples. He enters the customer's place of business empty handed and closes the sale simply on the strength of the reasons which he advances.

Men who are accustomed to excite interest in the most callous and indifferent buyer by unloading before him sample cases filled with attractive ware—who count upon the sheen of the silks which they display or the appetizing labels of the canned goods they have to sell to waken desire where eloquence fails—should learn what it means to sell a prosaic article like screws or rivets with-

out even a sample on which to demonstrate its merits.

The reason why samples are not used in a line like ours is that there is no possibility of showing a customer something with which he is not already familiar. Rivets, bolts and screws, adapted to all sorts of purposes and in varying styles and sizes, are such an accustomed sight that samples could not attract him by their novelty.

Second, the salesman who handles screws, bolts and rivets is deprived of one of the strongest talking points commonly used in other lines—that is, he *cannot argue his customer's need.*

If you are selling a hardware customer stoves, you can prove that he is in need of your stoves by showing him local inquiries which his own townspeople, from whom he expects to draw his trade, have sent in to your home office in response to an invitation extended in your firm's advertising.

If you are selling dress goods, stationery, furniture, tobacco, or any one of a hundred other lines, you have only to show your customer reasons why such goods are especially merchantable in the community to which he caters in order to establish the fact that he *needs* your wares in his business.

In selling screws this question of the customer's need is practically eliminated, so far as the salesman is concerned.

The reason for this is that very largely the trade in this line is comprised of manufacturers

and jobbers, and that in the case of the manufacturer the question of whether or not he needs screws, bolts and rivets is governed by the nature of his product; the size of the order is governed by the amount of his output. If screws do not enter into the construction of his product, the salesman cannot very well urge the manufacturer's need of them. If the manufacturer is turning out wagons, farm implements or other articles for which screws are used, the size of his order, if he places any at all, will be exactly in proportion to the extent of his output as projected for that season. The salesman cannot urge him to buy in excess of such a figure.

In selling to jobbers a salesman cannot urge their need of his wares—or cannot, at least, attempt to dictate the size of the order in proportion to their need—since the jobbers will seldom tell him the extent of the different stocks they are handling or give him any information on which he could figure such proportion. It is a question of whether or not the jobber prefers buying screws from that particular salesman or from another house, and depends upon the reputation as to the quality of the respective brands in that market.

About the same conditions govern the salesman's relations with the retailer, except that if there should be a building boom, influx of immigration or something of the sort in the territory

supplied by the retailer, the salesman might, of course, urge the need of extra supplies in his line.

A screw salesman throws the weight of his argument into getting the permanent and exclusive trade of his customers, and his knowledge of the business in all its ramifications, his acquaintance, energy, personality, tact and careful attention to the wants of a customer must be depended upon to put him in the enviable position of getting the preference in the placing of orders, other considerations being equal.

He shows them that by placing their patronage in this way with a reliable house they receive their measure of protection—that it will be his lookout to see that they are not oversold on a falling market or undersold on a rising one. This may be effective in downing the occasional objection, "But a salesman from another house has offered me as good wares at a slightly lower figure."

Another argument to meet the same objection is the advantage in buying uniform stock—not only in having the material itself uniform in size and appearance, but in having the label on the boxes which contain it of the same color and general appearance. This at the first glance seems like a trivial point on which to base the argument, but when it is considered that the appearance either of a jobbing house or a retail store is a very important factor affecting trade, it will be seen that the buyer, if he is wise, will avoid giving his

shelves the look of patchwork which a miscellaneous jumble of different colored labels gives. The labels are always conspicuous, and when they are all of the same pattern, arranged tier upon tier throughout the length of his store, there is an appeal in their very orderliness.

One strong leverage which the screw salesman has on the jobbers' trade is his ability to show the advantage they derive in dealing direct with the large consumer. As a rule, the jobbers prefer to sell to the retail trade, for in doing so they can dispose of specialties on which there is a larger margin of profit to themselves. Their profits on corkscrews, cutlery, wringers, etc., etc., are naturally much greater than the profits accruing from such necessities as screws, bolts, rivets, and the like. Jobbers complain that articles of the latter class, when supplied to manufactories, have to be sold at too close a figure to make the trade worth while, and they are content to let the manufacturer buy from the screw factory direct. A salesman, if he wishes to increase his order from the jobbers, must show them that even if they make no profit in supplying these necessaries to manufacturers it is still well worth while to cultivate this trade. Manufacturers who have been getting rivets, screws, etc., necessary for their output from a certain jobber, will be likely to bear the same jobber in mind when requiring articles in the nature of specialties on which there is a profit. The manufacturers will rely

upon him for emergency orders if they are used to depending upon him regularly for the less pretentious service that he can offer.

While a salesman meets with certain restrictions in a line like ours, he has, on the other hand, numerous advantages over the man who sells ordinary lines of merchandise.

There is less ground for discussion on the part of the customer—less opportunity for the rivalry of competitors as to style or finish.

A salesman of a staple line, such as screws, is not affected by a hair-breadth difference between his line and a competitor's, or by fickleness of taste and inclination on the part of his customers. Moreover, while it is not his part to persuade his customers that they do need his wares, he can always be sure that such a need *does* exist. There is no uncertainty about his finding a market.

REAL ESTATE SALES POINTERS

BY JAMES TINLEY

The real estate salesman who has out-of-town lots for sale can often profitably begin his selling talk by mentioning the disadvantages of bringing up a family in a crowded tenement house, and drawing a verbal picture of the pleasures and benefits which the children would enjoy in a quiet suburban town. Such an allusion to the prospect's own concern establishes a sort of intimacy at once.

The prospect, of course, has a vital interest in the welfare of his children, and when he sees the salesman's proposition directly related to their welfare he is almost sure to feel favorably inclined toward the salesman and interested in what he has to say. The same proposition, or even one offering twice as much advantage, might not have appealed to the prospect if, on introducing himself, the salesman had begun talking about the location of his property, its price, its probable rise in value, etc.

In showing property the salesman should always keep in mind certain facts about the prospective customer. If the man and the woman whom he expects to buy it are of a quiet, retiring

disposition, who look more for utility and comfort in a home than for elegance, he will be foolish if he harps continually on the fact that fashionable neighbors will settle in the vicinity, that the lawn will face the new boulevard which is projected, etc., etc.—points which will have weight, however, with another class of customers. With some customers he must keep property values in the foreground, dwelling on the reason why property may be expected to advance, if there are such reasons; for instance, the projected construction of an electric railway, the location of a new industry, etc.

WHETTING THE PROSPECT'S INTEREST WITH NOVELTY

BY C. F. GUNTHER
President C. F. Gunther Co.

Part of the knack of successful salesmanship is in always presenting or seeming to present something new to the prospect's attention.

It is a universal law that people cease to be interested in the familiar and commonplace. Every man's curiosity is whetted by a novelty—whether it is some new fangled thing to wear or something new and unheard of to eat.

We are interested in air ships, not because they are air ships and likely to be any more serviceable than steamships or locomotives, but because they are new.

Many people who would only be bored if they had to listen to a chapter from some learned work on astronomy would take a tremendous interest in a newspaper article that promulgated some new notion about the folks on Mars. It isn't that what the newspapers have to say about the Martians is more pertinent or useful in the way of information than what the learned book contains—but it is new. That's the secret. There is something of mystery and romance about anything which has

the merit of being novel—no matter what the nature of it is, even if it be a disease—that catches the attention and piques the world's interest—for a time.

There are salesmen who tire prospects by harping on the long-established leadership of their house—on the number of years in which their line has distanced every competitor's. When these things can be said truthfully they have their value, of course, in influencing the prospect and strengthening his confidence. But what he wants most and wants first is something new. A salesman who is selling a line which does not vary ought at least to find some new way of talking about—of displaying it. He ought always to be studying some new method of approach to his customer.

But with nearly all lines that salesmen handle the goods are subject to new developments in general style and appearance, and it should be an easy matter for most salesmen to make capital out of the very novelty of each season's styles. Some salesmen whose methods I have observed, have a deplorable habit of beginning with the old staples first, repeating over and over the facts that the prospect already knows about these goods, and finally, and rather timidly, turning his attention to the novelties they carry as if they feared that he might take fright at the sight of anything unaccustomed. Perhaps by this time the customer will have placed as large an order

for the regular lines as he thinks he can possibly afford—and his interest in the novelty is diminished by the feeling that he cannot now afford any further outlay. If the salesman had shown the novelties first the prospect might have felt free to buy, and once having placed an order for the articles that pleased his fancy and interested him by their novelty, he would still find it necessary to place a large order for the staples which he could not do without.

The salesman on the road who always seems to be doing things—to have imperative engagements and customers waiting for him, whom he has to meet in a hurry—is a great deal more likely to sell goods than the man who complains about the dullness of trade as an excuse for not seeming to hustle harder. The sight of a salesman who is idling away half an hour in the day is a mighty poor advertisement of the commodities he sells, and for his own capability as a salesman.

Everybody respects a hustler and wants to throw business his way.

PLAINNESS IN SELLING TALK

BY CORTEZ WALKER

Vice-President Meyer Cord Co.

It is often difficult to obtain the prospect's attention to advertising specialties, but it is a remarkable fact that better results can be obtained where the difficulties group themselves in the fore part of the selling game (or at the beginning of the canvas) than where everything is smooth sailing until it comes to the close, when unexpected difficulties, objections and prejudices so often present themselves. In other words, it is easier selling a man who has no notion of listening to you and who at first regards your proposition as impossible (because he has never had experience with it or learned the facts about it) than it is to sell a man who willingly listens to your preamble, acquiesces at every point you make, exhibits respect for your house and your wares—but at the last moment trots out some particular cogent reason why he should *not* sign in this particular case.

Once a salesman for an advertising specialty has impressed the customer with his own personality and the dignity and importance of his proposition, he will find it easy not only to engage the

attention of his prospect and to interest him, but to fascinate him as well.

Ask a man whom you wish to sell an advertising specialty what means of advertising he has employed before; ask him what returns he has secured from such means. He will often answer belligerently by naming the means and stating that the returns have been entirely satisfactory. He expects this to crush you, but this is the point where you manifest the greatest degree of acquiescence and satisfaction. Billboards, newspapers, circulars—yes, these you get good returns from. He is surprised to find that you concur in his opinion. It seems a setback to your own proposition. But it really is not. You have established one great point—you *have made him agree with you as to the effectiveness of advertising—as to the returns and the profit that can be secured from it.* It is now only a question of the form which the advertising shall take. It remains for you only to point out the peculiar advantages of your form of advertising.

If he has agreed that other forms bring him good returns he must be interested when you offer to show him the peculiar advantages of the form of advertising which you advocate. Show him that if he has succeeded in a measure with ordinary publicity advertising, there are still other modes which will heighten this success.

Appeal first to his desire for profit; ask him as an abstract proposition if he is not willing to

invest any reasonable sum provided he is sure of a ten-fold return.

Ask him for a statement of the amount he has spent within a given time on any one of the forms of advertising which he has been accustomed to use. Ask him to give you an estimate of the returns from this source—if it has been in the line of publicity advertising he cannot, of course, give you a definite proportion between the sum expended and the profits accruing from such expenditure. He can, however, give you the gross increase in returns for the period cited, and he cannot well help but agree with you that this increase is attributable to the advertising employed. Assuming then that the gross increase quoted represents what that form of advertising will do for him, you have two definite factors in the equation—you know how much he has spent for advertising and how much money he has made from that expenditure.

The foregoing process is as near as one can come to gauging the specific value of publicity advertising.

The following objection is commonly made: "When I pay for publicity advertising I have no means of knowing whether I am getting my money's worth or not. There is no way of estimating the returns. Even supposing that there should be a sudden influx of new business after I had placed such advertising, I could not be sure

that this was due to the advertising or to some other unrecognized factor in trade conditions."

In answer to such an objection ask the prospect first to name two or even only one such "unrecognized factor in trade conditions." This he will be unable to do. The impalpability of such factors disposes of them, the palpability of publicity advertising as a factor in increasing business is proved by the success which the great advertisers throughout the country have had with it. Cite the case of the National Biscuit Company and of the dozen other great suppliers who have built their fortunes solely upon the strength of this factor. These companies could not turn over to you a neat statement showing the proportion of inquiries to each dollar invested in publicity. They have not received inquiries in return for their money, but the orders have poured in upon them in a steadily increasing stream—their success has proved the practicability of advertising which does not elicit traceable inquiries. Present all the facts obtainable in this connection to your prospect and convert him to the faith. Cite the experience of your other customers—tell him what their outlay for your proposition has been and the gross returns, similarly estimated, which have accrued from their investment.

Try to anticipate every objection that he may make by reading it in his face before it is uttered, and answer it as you have had experience in

answering similar objections from other prospects.

The ability to direct the conversation into whatever groove seems best and to keep the upper hand in it is an essential part of good salesmanship.

This can be accomplished by practice.

Next appeal to his sense of beauty. While he is resolving your proposition in his mind, place before him several samples; their color, finish, workmanship, will presumably please the eye and appeal to his imagination. He has a personal pride in the looks of his advertisement. Play upon his pride. You cannot show him too many samples. The more he sees, the more his interest grows.

You will, of course, follow up your advantage with various arguments as to economy of space, etc., etc. Assume that he is already of your way of thinking—never come out flat-footed and ask him if he is ready to buy, but insinuate that the time to close the order has arrived by a question relating to the size of the order, the part of the country in which the specialties you ask him to purchase will be most thickly distributed, etc.

A man who sells an advertising specialty has certain puzzling difficulties to meet and overcome.

The manner in which they have been successfully met and mastered under my observation has clearly demonstrated the advantage of systematic study on the subject of salesmanship.

The man who sells an advertising specialty—for instance, decorative signs, like ours—is virtually selling the profits which will accrue to his customer from the use of such signs. It is in a less direct sense that he is selling merchandise; therefore the ordinary arguments and tactics used by salesmen for ordinary mercantile lines cannot always be employed by the seller of advertising specialties.

Selling profits—selling results—is a business which has been cynically described as dealing in 'blue sky.'' It is, however, fully as practicable and legitimate a feat in salesmanship to sell potential results direct as to sell merchandise from which the purchaser is expected to obtain results by the expenditure of a degree of ingenuity and effort on his own part. Buying goods and placing ads. serve the same end.

POINTERS FROM DRUG SELLING FIELD

BY W. H. CLOUGH

Manager City Department Peter Van Schaak & Sons

If you are selling a technical line of goods, be prepared to talk as intelligently to the layman as to the expert. Handle each man on his own plane. Stick to good old Anglo-Saxon words at every turn with the man who does not understand the special trade language and don't display your stock of technical phrasing simply to impress a customer with amazing learning. If you know all about the article, you can talk understandingly and convincingly to any man of common sense without lugging in a single term that means nothing to him.

Do not fail to cultivate the disagreeable dealer and bring him up to your standard of dignified friendliness. He is the victim of an unhappy temperament and probably suffers more from it than you do. Make a suggestive doctor out of yourself and treat him regularly. Don't weary of well-doing; for it is a matter of record that once a salesman gets the disagreeable man in line he can hold him against all comers.

AVOID TECHNICAL TERMS

BY A. F. WALKER

The man who canvasses a city district for a wholesale drug firm will, if he is not careful, form the habit of specializing on one class of trade. Perhaps he will put forth all his effort to excel in handling the larger accounts, in which case he neglects the rest of his clientage. Or, feeling that he has a talent for getting the small, precarious accounts into line and developing them, he shirks the big prospects of whom he stands somewhat in awe.

In either case he is doing himself an injury as a salesman and slighting the interests of his house.

What he needs is an equal facility in handling all classes of trade. To do justice to himself and his employer he must know how to harpoon the big accounts as well as to seine for small fry.

He must learn to be versatile if he wants to hold his own against competition.

A city like Chicago is usually districted so as to give one man as good a chance with all classes of trade as another.

In certain quarters of the town there are communities of Italians, Poles, Russians, Germans

and Swedes, each community having its representative shops, each shop depending entirely on compatriot custom. In many of the Polish and Italian places the dealer will profess not to understand English. He is a difficult customer for the raw salesman to handle. A new recruit to the selling force, entering such an establishment and trying to introduce his business, meets with a blank, uncomprehending stare. He persists, and is snubbed by the shopkeeper's turning away to sell a penny's worth of candy to a child, or by his disappearing into the back of the shop. The new salesman, exasperated, but defiant, raises his voice and attempts to make himself understood by talking pigeon English—usually with the result of getting himself invited, by an insolent gesture to leave the place. Having come to this extremity the recruit has little hope of making headway, for the present occasion, at least.

An experienced solicitor in the same circumstances would know better than to raise his voice, or to try to seem at ease by mimicking the accent of his listener. Even if he could speak the dealer's native language he would only resort to it as a last resource. A better way would be to go ahead with his explanation in a quiet tone of voice, employing simple words, with a confident manner. He would find almost invariably that the dealer's inability to understand English was affected. If, as he talked, he demonstrated his line, placing some attractive samples in the win-

dow, or opening a package of senna leaves and showing the decorative effects to be got with them—he would soon be aware of his prospect's absorbed interest.

Customers of this class respect the salesman who can show them how to better their environment in any way, even in so slight a matter as making a dingy shop window presentable. If, on securing the first order he takes a little further pains with his customer—explaining every detail of the latter's purchase just to show his good will—he is likely to be more cordially received when he pays a second visit.

It is a good thing for the city solicitor to know that, in spite of appearances to the contrary, these aliens do not isolate themselves from choice, or because they are prejudiced. As a class they all look up to American standards—they would like to buy and sell on as lavish a scale as their neighbors in business in the more pretentious parts of town. They would like to handle the same lines of goods and look as progressive. But as a rule they are all at sea as to how they shall begin to make the change to new ways. A salesman who can successfully initiate them to some extent wins their confidence, and as a result secures for his house an account that in many cases grows larger with surprising rapidity, and is permanent.

A BIG POINT IN SMALL COMPASS

BY W. H. BOYD

District Manager National Cash Register Co.

It should not be forgotten that the customer does not know as much about your product as you do. If a salesman fails to keep this thought in his mind, he will be too hurried or too superficial in his explanation for the customer to grasp the same. We should not assume that the customer knows anything about the product except as he manifests his knowledge.

Agents are apt to jump from point to point so rapidly that the customer cannot digest all that is said, and, rather than be considered dull, he lets the agent think that he does comprehend. However, not comprehending, he is not convinced. All men are not quick to understand.

Take time to impress each selling point upon the customer, no matter how hurried you are or how eager to get on to the closing point. Learn to read from the customer's expression whether your talk is intelligent to him, and whether he agrees with each assertion or, disagreeing, simply prefers to keep silence and let you "talk yourself out." If he is unconvinced, don't let him see that you are disconcerted. Keep cool. Make yourself clear.